

FAST COMPANY

A portrait of Lin-Manuel Miranda with long, dark, curly hair, a goatee, and a slight smile. He is wearing a red collared shirt under a dark blue blazer. His arms are crossed. The background is a solid, vibrant red.

Why
Hamilton's
**LIN-MANUEL
MIRANDA**
is No. 1

100 MOST CREATIVE PEOPLE IN BUSINESS

APPLE's Unsung
Medical Wizard

The Coffee Hacker
at **STARBUCKS**

NETFLIX's
Tastemaker

A Speed Addict
at **GOOGLE**

AMAZON's Edge
in India

DISNEY's Jedi
Master

Visionaries
at **VALENTINO**

The Social Star
of **SNAPCHAT**

INTEL's
Security King

FACEBOOK's Team
of the Moment

FOX's Defiant
Sportscaster

NIKE's Maestro
of Design

BEIGE

Not on your itinerary.

Designed for those who love open spaces, open thinking and open expression, this is where travel creates possibilities. Where style is necessary. Connectivity keeps up with you. Social scenes are vibrant. And the only direction is forward. This is Aloft Hotels.

Different. By Design.

Book now at aloft-hotels.com

100+ hotels around the globe







This cloud stands up to any storm.

Microsoft Azure scales to enable AccuWeather to respond to 10 billion requests for crucial weather data per day. This cloud rises to the challenge when the weather is at its worst.

This is the Microsoft Cloud.



*Raising the bar
and everyone in it.
For over 600 years.*

StellaArtois.com
ENJOY RESPONSIBLY
© 2016 Anheuser-Busch InBev S.A., Stella Artois® Beer,
Imported by Import Brands Alliance, St. Louis, MO

Be Legacy



Contents

June 2016

A style of his own

Virgil Abloh was the only American nominated for the prestigious LVMH prize for young fashion designers last year. (No. 75, page 98)

100 MOST CREATIVE PEOPLE IN BUSINESS 2016

Meet this year's most inspiring leaders in technology, design, media, music, entertainment, marketing, science, sports, and more.

Begins on page 36

On the cover:
Photograph by ioulex

This page:
Photograph by
Christian Anwander



Performance, audacity, precision: The Breitling Jet Team embodies the entire philosophy of excellence that has made Breitling the privileged partner of aviation. In 2016, the world's largest professional civilian aerobatic display team performing in jets returns to conquer North America with a major tour featuring a string of stunning performances at air shows across the United States and Canada. To celebrate this event, Breitling has created a limited edition of the Chronomat GMT personalized in the colors of this exceptional team. Welcome to our world.

BREITLING BOUTIQUE

575 MADISON AVENUE • NEW YORK
AVENTURA MALL • MIAMI
THE FORUM SHOPS AT CAESARS • LAS VEGAS
THE MALL AT MILLENIA • ORLANDO



WELCOME TO OUR WORLD



CHRONOMAT GMT
BREITLING JET TEAM
AMERICAN TOUR



INSTRUMENTS FOR PROFESSIONALS™

HIGHLIGHTS

38 No. 1 / Lin-Manuel Miranda's cultural triumph

The creator and star of Broadway's groundbreaking *Hamilton* has managed to cultivate legions of fans who may never be able to score a ticket.

By Rachel Syme

42 No. 4 / Driving Didi Chuxing

Jean Liu is expanding the Chinese ride-sharing company's offerings and keeping Uber at bay.

By Rick Tetzeli

44 Nos. 5–6 / Valentino's visionaries

Maria Grazia Chiuri and Pierpaolo Piccioli transformed the storied fashion house into a \$1 billion juggernaut.

By Jeff Chu

52 No. 12 / Talking trash

Katie Nolan's sports comedy show tackles weighty issues.

By Erin Schulte

64 No. 34 / Gene editor

Katrine Bosley is positioning Editas Medicine to be the first biotech company to test CRISPR on humans.

By Adam Bluestein

72 No. 44 / Voice of change

Activist and talk-show host Zainab Salbi invites viewers to confront taboo topics throughout the Middle East.

By Amy Farley

Growth accelerator

Didi Chuxing president Jean Liu has increased her company's head count from 700 people to 5,000 and raised \$3 billion in funding. (No. 4, page 42)

ONLY THOSE WHO DARE
DRIVE THE WORLD FORWARD.
INTRODUCING THE FIRST-EVER CADILLAC CT6.



Cadillac

DARE GREATLY

EXCEPTIONAL AGILITY, EFFORTLESS PERFORMANCE AND INTERIOR INDULGENCE.
THE PRESTIGE SEDAN, REINVENTED. CADILLAC.COM/CT6

HIGHLIGHTS

76 No. 51 / Presenting 365 by Whole Foods Market

Jeff Turnas is launching a new line of stores that prioritize efficiency to make room for lower prices.

By Sarah Kessler

90 No. 66 / A-lister

B.J. Novak's Li.st app puts everything in order.

By Erin Schulte

96 No. 72 / Angel of death

Caitlin Doughty is resurrecting postmortem rituals.

By Jeff Chu

98 No. 75 / Fashion for the people

Off-White's Virgil Abloh uses Instagram to inspire young designers.

By Lauren Schwartzberg

110 Nos. 92–93 / Valuing human capital

Crown Princess Mette-Marit of Norway and Kate Roberts apply the VC model to philanthropy.

By Jessica Hullinger

118 No. 100 / Unicorn YouTuber

Comedian Lilly Singh's videos have been viewed more than 1 billion times.

By Nicole LaPorte

Talking the talk

Garbage Time's Katie Nolan is the only woman to solo-host a national sports-opinion show. (No. 12, page 52)

YOU CAN'T BUILD THE BUSINESS OF TOMORROW ON THE NETWORK OF YESTERDAY.

It's no secret: business has changed—in every way, for every business. Modern technologies have brought new opportunities and new challenges, like BYOD and a mobile workforce, that old networks just weren't built for. While demand on these networks has increased exponentially, networking costs have skyrocketed and IT budgets haven't kept pace.

Comcast Business Enterprise Solutions is a new kind of network, built for a new kind of business. With \$4.5 billion invested in our national IP backbone and a suite of managed solutions, Comcast Business is committed to designing, building, implementing and managing a communications network customized to the needs of today's large, widely distributed enterprise.

INTRODUCING COMCAST BUSINESS ENTERPRISE SOLUTIONS

COMCAST BUSINESS **B4B** BUILT FOR BUSINESS™

business.comcast.com/enterprise

Order of importance

B.J. Novak says people have used his list-making app to record and share hopes, wishes, and memories. (No. 66, page 90)

DEPARTMENTS

18 Reflection

Fast Company remembers long-time editor Linda Tischler.

20 From the Editor

Fifteen lessons in creativity for 2016.

24 Most Innovative Companies

The latest from Xiaomi, Target, Disney, and more.

30 The Recommender

From an indoor herb grower to a probiotic skin-care line, what we're loving right now.

124 The Grid

Bend your mind by solving a puzzle.

GOOD HELP THESE DAYS IS HARD TO... OH WAIT... THERE IT IS.

HR IS LIVE.

With SAP® SuccessFactors® and SAP Fieldglass® solutions, you can attract the right people, at the right time, for the right role – across your entire workforce. And reward them instantly. So you can take constant care of the heartbeat of your business – your people.

sap.com/livebusiness



Run Simple

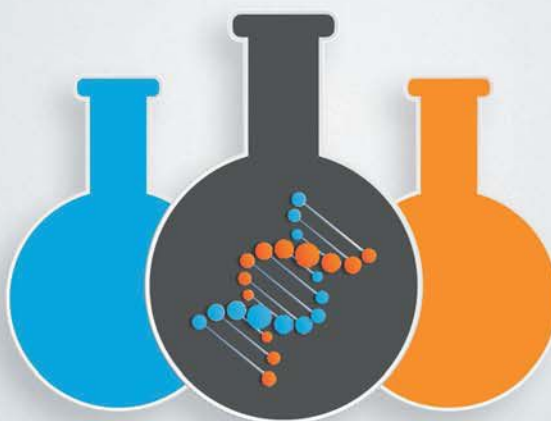
THE MOST CREATIVE PEOPLE 100 INDEX

- | | | | | |
|-----------------------|---------------------------|-----------------------|----------------------|----------------------|
| 1 Lin-Manuel Miranda | 12 Katie Nolan | 21 Nick Bell | 32 Mary Powell | 41 Jennifer Bandier |
| 2 Divya Nag | 13 Mark Fields | 22 Anna Young | 33 Abby Falik | 42 Dani Rylan |
| 3 Jill Soloway | 14 Michael S. Smith II | 23 Félix Lajeunesse | 34 Katrine Bosley | 43 Jill Szuchmacher |
| 4 Jean Liu | 15 Carlos Mario Rodriguez | 24 Paul Raphaël | 35 Sara Wallander | 44 Zainab Salbi |
| 5 Maria Grazia Chiuri | 16 Karin Strauss | 25 Kakul Srivastava | 36 Sarah Snow | 45 Abby Schneiderman |
| 6 Pierpaolo Piccioli | 17 Rachel Tipograph | 26 Yasmin Belo-Osagie | 37 Kathleen Kennedy | 46 Adam Seifer |
| 7 Cindy Holland | 18 Sarah Schaaf | 27 Baba Ramdev | 38 Dylan Field | 47 Chris Young |
| 8 John McDonough | 19 Alex Chung | 28 Martin Lotti | 39 Alex Wolf | 48 Mary Roach |
| 9 Dawn Shaughnessy | 20 Adam Leibsohn | 29 Will Ruben | 40 Chance the Rapper | 49 Wendy Davis |
| 10 Amit Agarwal | | 30 Laura Javier | | 50 Quincy Jones III |
| 11 Glenn E. Martin | | 31 Jasmine Probst | | |

Taking it all in

Comedian Lilly Singh, one of YouTube's biggest stars, carefully observes human tendencies to source material for her next video. (No. 100, page 118)

**You could research
1,000 different stocks
find 100 you like
narrow it to 10
and invest
in just
1**



**Or you could invest in a Fidelity sector fund or ETF
and get targeted exposure to help manage risk.**

Investing can be hard work. Hours of research to find a few investments you feel might outperform. You could do the research yourself, or let us do it for you. We bring:

- The largest U.S. sector offering* — 55 funds and ETFs covering nearly every sector and industry
- Expert insight and ideas and 30 years of sector fund investing experience
- Powerful sector research, education and tools



Go to [Fidelity.com/sectors](https://www.fidelity.com/sectors)



Call a Fidelity representative at 800.FIDELITY. Or call your Advisor.

Before investing in any mutual fund or exchange-traded fund, you should consider its investment objectives, risks, charges, and expenses. Contact Fidelity for a prospectus, offering circular or, if available, a summary prospectus containing this information. Read it carefully.

ETFs are subject to market fluctuation and the risks of their underlying investments. ETFs are subject to management fees and other expenses. Unlike mutual funds, ETF shares are bought and sold at market price, which may be higher or lower than their NAV, and are not individually redeemed from the fund.

Stock markets, especially foreign markets, are volatile and can decline significantly in response to adverse issuer, political, regulatory, market, or economic developments. Sector funds can be more volatile because of their narrow concentration in a specific industry.

*Morningstar Direct, data as of 02/09/2015. Based on a comparison of total offerings of distinct U.S. Mutual Funds and ETFs classified by Morningstar as Sector Equity within the universe of 175 U.S. investment firms offering mutual funds and ETFs.

System availability and response times may be subject to market conditions.

Fidelity Brokerage Services LLC, Member NYSE, SIPC. © 2015 FMR LLC. All rights reserved. 712582.1.0

THE MCP 100 INDEX

51 Jeff Turnas	62 Stephen Alesch	71 Ivan Askwith	82 Caitlin McFarland	91 Kamasi Washington
52 Heben Nigatu	63 Emily Oberman	72 Caitlin Doughty	83 Emily Gipson	92 Crown Princess Mette-Marit of Norway
53 Tracy Clayton	64 Amy McDonough	73 Kate O'Keeffe	84 Nicole Van Der Tuin	93 Kate Roberts
54 Brian Bannon	65 Neha Narkhede	74 Jenny Lee	85 Jerry Stritzke	94 Moj Mahdara
55 Adam Grant	66 B.J. Novak	75 Virgil Abloh	86 Diógenes Brito	95 Nancy Pfund
56 Mareike Geiling	67 Dori Roberts	76 Susan Salgado	87 Shannon Schuyler	96 Sally-Ann Dale
57 Jonas Kakoschke	68 Jack Harrison-Quintana	77 Bill Johnson	88 Michael Fenlon	97 Brooks Headley
58 Tiffany Anderson	69 Ricardo Vice Santos	78 Christina Agapakis	89 Gabriella Gomez-Mont	98 Ahmed Abdeen Hamed
59 Tony Long	70 Ida Tin	79 Markus Kressler	90 Kareem Ettouney	99 Andrew Freedman
60 Ryan Coogler		80 Asako Shimazaki		100 Lilly Singh
61 Robin Standefer		81 Cassidy Blackwell		

Testing the waters

The cost-cutting measures Jeff Turnas implements at 365 by Whole Foods Market could transform the entire company. (No. 51, page 76)

GO HIGHER

Promaster Navihawk GPS

A watch that receives a satellite signal
in as quick as 3 seconds for precise
timekeeping anywhere in the world.

 **PROMASTER**



CITIZEN®

BETTER STARTS NOW

Available at
Citizen Boutique Times Square
Macy's and macys.com

IN MEMORY OF LINDA TISCHLER

Friends and colleagues remember the longtime *Fast Company* editor, who passed away in April.

Fast Company editor Linda Tischler died on April 11 after a long illness. Linda started at the magazine in 2000 and pioneered its design coverage at a time when few, if any, mainstream publications paid attention to the subject. Through her exuberant stories, she highlighted both the business of design and its importance in business. It is much to her credit that design has evolved into a core business practice, embraced by companies large and small. Here, we asked some of those who knew and respected her to share memories of Linda.

Gadi Amit

FOUNDER, NEWDEALDESIGN

"I met Linda at a *Fast Company* event, when the economy was in a rut. We started chatting and when I suggested that we should pay more attention to design for the middle class, she lit up. With her warmth and intelligence, she said, 'Okay, why don't you do that? Write something!' The whole discourse around the democratization of design—Linda had a huge role in that."

Paola Antonelli

SENIOR CURATOR, DEPARTMENT OF ARCHITECTURE AND DESIGN, MUSEUM OF MODERN ART

"I have great memories of Linda in many different places. Everywhere, she was my kindred spirit, holding the design flag high with intelligence, open-mindedness, and generosity. Everywhere, her eyes pierced



the air like curious, bemused laser beams, crowned by her bob that reminded me of my favorite Italian singer when I was a child."

Yves Béhar

FOUNDER, FUSEPROJECT

"Through great times and tough ones, Linda was a force with a smile. She was understanding and inquisitive. A couple of years ago, we spoke onstage at the Aspen Ideas Festival—it was just a solid human conversation about design and life. And this moment reminded me of how every conversation with Linda was always just that: a human story at the center of design."

Ken Carbone

FOUNDING PARTNER, CARBONE SMOLAN AGENCY

"Every designer owes Linda their gratitude. Linda was a courageous champion for all design disciplines and no one expressed the value of what we do better than her. Through her brilliance, curiosity, and generous spirit, her influence on design and business was nothing short of singular."

Beth Dickstein

FOUNDER, BDE

"If you're lucky, you get to work with good people. If you're luckier, you get to make a great friend. I was

luckier, as Linda and I were great friends. Her brilliance, humor, generosity, and warmth were always there. When her illness was getting worse, I said, 'I'll pray for you every day.' In her wonderful, witty way she said, 'Okay, better put it in overdrive, baby.'"

Stuart Leslie

PRESIDENT, 4SIGHT INC.

"Conversations with Linda about design were always the highlight of my day, and I looked forward to each one. Her enthusiasm in understanding the unique angles she was exploring was contagious and left me energized, thinking differently about design each time."

Bill Taylor

COFOUNDER, FAST COMPANY

"Linda was an essential part of *Fast Company* during the crazy boom times, she was there for the dark and challenging down times, and she was my office next-door neighbor for a chunk of that time. Every single day, she was one of the few grown-ups in an organization filled (professionally speaking) with gangly adolescents. To many of the young people on the staff, she was a mentor and a sounding board. To me, she was a peer, a pal, a trusted colleague to whom I looked for advice and reassurance."

Alan Webber

COFOUNDER, FAST COMPANY

"Everyone knows that magazines is a team sport. That's even more true in the early days of a magazine, when it takes everyone on the team to figure out what it is you're trying to do. That was Linda. She got it. She relished it, from the very first moment of the first day. It was like she'd been invited to be one of the hosts of the very best party you could ever hope to throw or attend. You could see it in her smile, her enthusiasm for the whole venture/adventure. A magazine is the people who put it out. We were incredibly fortunate to have Linda to help put it out."



TEACH ME TO FAIL BETTER.

Resilience is key to my success. So why should I be made to feel dumb if I don't get the right answer every time? Teach me that I can turn failure into success with effort.

Let's demand and design high schools that equip all students with the skills to succeed in the 21st century. Join the conversation at XQsuperschools.org.



#RETHINKHIGHSCHOOL

From the Editor

15 LESSONS OF CREATIVITY FOR 2016

The Richard Rodgers Theatre, on West 46th Street in Manhattan, has 1,321 seats. But you can't sit in any of them—not unless you wait a really long time, or pay an extortionate amount of money. That's because the theater is home to *Hamilton*, the hottest Broadway musical in modern memory. Despite eight shows per week—which amounts to more than 10,000 seats—demand is wildly stripping supply, with performances selling out as fast as the tickets go on sale. Those who carped that Broadway was dying, that craven movie adaptations had robbed the stage of its character, are eating their words. By injecting artful new energy into the story of the founding fathers, *Hamilton* creator Lin-Manuel Miranda has rewritten the script, launching a global brand that is animating students, musicians, marketers, and politicians across the spectrum.

Creativity of this sort is neither easy nor common. It is special, which is why Miranda tops our list of the 100 Most Creative People in Business for 2016. (And you'll get a glimpse of just how special beginning on page 36.) Our 99 other honorees are no less inspiring.

Although we write about groundbreaking businesspeople in every issue, our annual Most Creative People list highlights 100 all-new subjects who have never before been profiled in the magazine. That forces us to be creative as journalists, to look in new areas, to find new initiatives, to challenge our own assumptions. Could the funeral industry be harboring any standouts? (Yep, see Nos. 45 and 46, as well as No. 72.) What about the refugee crisis? (See Nos. 56 and 57, and No. 79.) Or prison reform? (See Nos. 11 and 77.) Who are the emerging leaders in entertainment, social networking, and digital security? And who is hiding in plain sight at large institutions like Apple and Nike and Starbucks?

Our reporting led us to the crown princess in Norway and a TV host in the Middle East, a coffee-bean hacker and a DNA magician, a populist men's wear designer and a hockey-league founder. We discovered innovators everywhere from fashion to education, material science to behavioral design. Our honorees hail from 13 countries and half are women. They are modern-business superheroes, and their examples can serve to inspire our own creativity. Here are 15 lessons drawn from among this year's Most Creative People.



Robert Safian
editor@fastcompany.com



① **The impossible happens . . . only if you try.**

Lin-Manuel Miranda first tested his idea for a hip-hop musical about American history at the White House . . . in front of the Obamas. Jean Liu (No. 4), the president of Chinese ride-sharing pioneer Didi Chuxing, made her initial leadership move at the helm . . . by buying her biggest competitor. These high-stakes initiatives are typical of our honorees. It's not that they don't fear failure; rather, they believe that if one idea doesn't pan out as planned, they'll be able to devise another one.

② **Opportunity is always expanding.**

If you need reassurance that the status quo isn't tenable, talk to Dawn Shaughnessy (No. 9), who led the team that discovered new elements that have been added to the periodic table. Or Karin Strauss (No. 16), whose group at Microsoft is unlocking how to store information on DNA, which could radically alter our assumptions about data. The physical world is not as fixed as we were taught in school, and our dreams needn't be fixed either.

③ **Dream what doesn't exist.**

By coming up with a vision first, and then creating it, designers Maria Grazia Chiuri and Pierpaolo Piccioli (Nos. 5 and 6) at Valentino are commanding attention in the fashion

world. Asako Shimazaki (No. 80) is bringing Muji's vision of order to U.S. retail, while Jeff Turnas (No. 51) is reimagining what Whole Foods might be. Nike designer Martin Lotti (No. 28) has created socklike soccer cleats and has integrated secret messages into Olympic gear to inspire athletes.

④ **What's taboo is what matters.**

Rather than shy away from confronting cultural norms, Jill Soloway (No. 3) has been exploding them through breakthrough shows like Amazon's *Transparent*—and by welcoming diverse talent both in front of the screen and behind it. Zainab Salbi's (No. 44) TV show is breaking down barriers in the Middle East, raising cultural topics—how politics affects home life—that others shy away from.

⑤ **Every community needs a muse.**

Anna Young (No. 22) has empowered nurses to solve health care dilemmas, and, in turn, they're helping patients and doctors and saving money. Sarah Snow (No. 36) has tilted video-texting app Glide to ease mobile communication for the deaf. Kakul Srivastava (No. 25) is widening the GitHub audience and inviting more people into tech.

⑥ **Work can be welcoming.**

Corporate bureaucracies need not rule the workplace,

More space. More service. More than happy.

The new Premium
Economy Class:
more than just
more legroom

Nonstop
you

The new Premium Economy Class is designed for more you-room: wider seats, two armrests, an amenities kit and a bottle of water. We've made more room for your luggage, too — by doubling your bag allowance. So take a sip of your complimentary welcome drink, tap for a movie on the 12" touchscreen and start enjoying your trip even more.



Lufthansa

as REI's Jerry Stritzke (No. 85), Slack's Diógenes Brito (No. 86), and PwC's Shannon Schuyler and Michael Fenlon (Nos. 87 and 88) have each distinctively illustrated. At Northrop Grumman, the FabLab launched by Tony Long (No. 59) has unleashed a new kind of play—and productivity—that is now being expanded to company offices around the U.S.

7

Take it all in.

YouTube star Lilly Singh (No. 100) keeps her videos fresh by taking time to explore how others are creating. Nicole Van Der Tuin (No. 84) at First Access was aware enough to notice that mobile-phone registrations could provide credit histories for those without other options.

8

Competition is fuel.

Katrine Bosley (No. 34) at Editas Medicine isn't dissuaded by the many obstacles facing genetic editing. Instead, they increased her urgency for action. Katie Nolan (No. 12) may be a rare woman fronting a sports TV show, but that's prompted her to take risks—and try formats—that have helped her build a devoted audience.

9

More than the lining is silver.

Who pays attention to fungus? At Starbucks, Carlos Mario Rodriguez (No. 15) had to—it was threatening the world's coffee crop—and not only did he find a solution, the way he deployed it empowered under-protected coffee growers.

John McDonough's (No. 8) team at T2 Biosystems took aim at a different kind of fungus, the sepsis-causing candida, and their remedy—using magnetics—promises to apply to a far wider group of ailments.

10

Teaching is a privilege.

Off-White designer Virgil Abloh (No. 75) may be the talk of Milan and a close ally of Kanye West, but he makes an extra effort to share his learnings with kids. Markus Kressler (No. 79) is bringing education to refugees, while Brian Bannon (No. 54) is turning Chicago's libraries into high-tech hubs for those without access to digital tools.

11

Impossible problems are addressable.

The Crown Princess Mette-Marit of Norway and Kate Roberts (Nos. 92 and 93) have pressed members of their Maverick Collective to help poor girls around the world. Yasmin Belo-Osagie (No. 26) of She Leads Africa is helping women-led businesses blossom in Africa.

12

Protecting the planet is good business.

Green Mountain Power CEO Mary Powell (No. 32) is trying to get customers of her own energy firm to need less energy, while H&M's Sara Wallander (No. 35) found a way to embrace nontoxic materials and sustainable packaging in the brand's new makeup line—without jacking up prices.



Idea factory
On May 24 and 25, our Most Creative People community will come together at FC/LA. Here, highlights from last year's event.

13

Even weeds need pruning.

With marijuana becoming a growing legal business, Colorado's director of marijuana coordination, Andrew Freedman (No. 99), is putting regulations in place to balance societal concerns and financial viability. When Snoop Dogg introduced his branded marijuana line, Pentagram's Emily Oberman (No. 63) constructed a visual design motif that could appeal

to a more sophisticated marketplace.


14

Data can have a heart.

Apple's ResearchKit and CareKit, led by Divya Nag (No. 2), open the way for new medical solutions with broader information. Ida Tin (No. 70) at Clue is among those tapping into the opportunity, allowing women new freedom and understanding of their menstrual cycles.

15

Generosity comes back.

Chance the Rapper (No. 40) gives away his music to fans, which allows him to stay independent—and endears him to his audience. Miranda has made *Hamilton* tickets, which can go for upwards of \$3,000 each on the resale market, available for some high schoolers for only \$10. It's almost enough to make you want to be a teenager again. 

A woman with long brown hair, wearing a grey blazer over a red top, is seated in an airplane cabin. She is looking down at a smartphone in her right hand. The background shows airplane windows and the interior of the cabin.

[docuSign and Go

Seal the deal
from 30,000 feet.

With DocuSign, you can sign safely and securely from anywhere on your mobile device. So you can sign and close deals any time—even when you're offline.

www.docusign.com/go

DocuSign®

Most Innovative Companies

Updates from the MIC alumni



Global guru

Xiaomi's Hugo Barra has led its expansion into India and Brazil.

IT'S ALL ABOUT MI

XIAOMI

Two years ago, Xiaomi seemed untouchable. The Beijing-based startup had unseated Apple as the top smartphone maker in China, and the success of its strategy—high-end devices sold at ultrathin margins—helped it reach a \$45 billion valuation. But in 2015, Xiaomi faced a slowing Chinese market and powerful new rivals such as Huawei Technologies. By the end of the year, Xiaomi had sold just 70 million mobile devices after initially forecasting 100 million.

Now the company is working to expand its offerings, both to generate new revenue streams and to prove that it's more than just an iPhone rival. In March, it released a smartphone-controlled rice maker that can automatically calculate cooking times. Though it might come off as a novelty product, the device is part of a much larger plan: to build out an Internet-based ecosystem that connects a wide range of Xiaomi products. For example, the company's critically lauded Mi 5 phone enters Do Not Disturb mode if its owner falls asleep while wearing the Mi Band fitness tracker.

Xiaomi has invested in 55 different companies that are designing and manufacturing more of these products—everything from smart bicycles to air purifiers—which are

being released under the Mi brand. (Xiaomi makes its own phones, TVs, and smart routers.) "Think of it as almost incubating a bunch of startups," Xiaomi global vice president Hugo Barra told *Fast Company* last fall. "We fund them, give access to capital, supply chain, a design team, give them mentorship from senior engineers. [Then consumers] can control these products together. They're all part of the same family."

Milestones A report on the global wearables market by research firm IDC put Xiaomi in third place, after Fitbit and Apple, with a 260% increase in shipments in Q4 2015.

Challenges Xiaomi started selling devices in the thriving Indian market in 2014, but Apple recently surpassed its sales there, partly due to lower-priced iPhone 6's and 6s's.

Buzz ⚡

DISNEY

Milestones Taking a cue from Uber, Disney is introducing surge pricing for certain one-day tickets at its theme parks to reduce overcrowding on popular days. Prices could reach as high as \$124 at peak times and fall to the usual \$95 when demand is less.

Challenges In early April, Walt Disney Co. COO Thomas Staggs said he would leave the company by the end of the year, stunning many who had considered him the successor to CEO Bob Iger.

Buzz ⬆

TURNER SPORTS

Milestones Turner Sports signed a two-year deal with Snapchat in March to join its exclusive list of content partners. Under the agreement, Turner will create Live Stories from athletic events that it broadcasts, including NCAA basketball.

Challenges Ratings for the NCAA men's basketball Final Four matchups—broadcast on TBS—were down 34% from last year.

Buzz ⬆

Y COMBINATOR

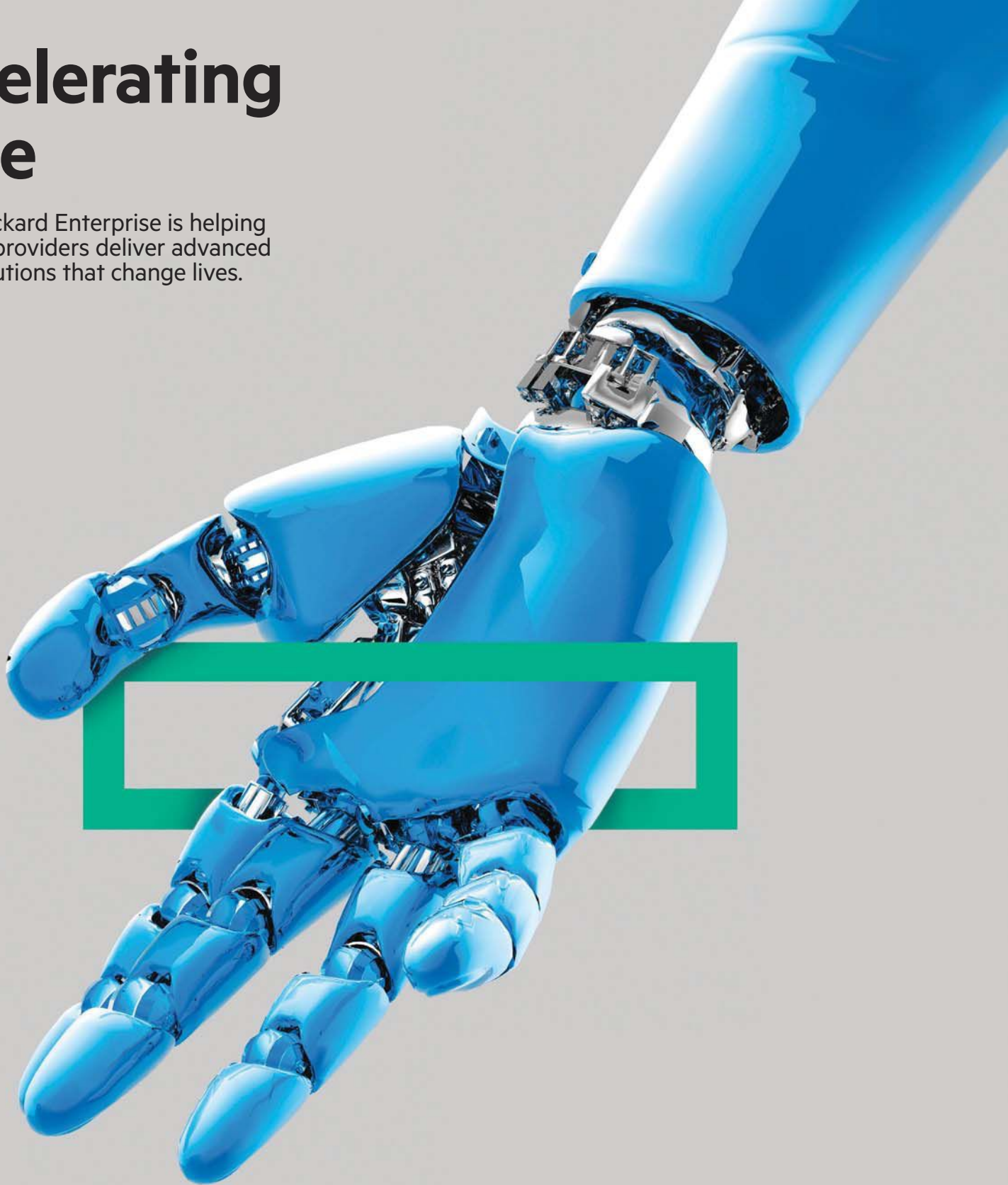
Milestones As part of an effort to invest in scientific and social innovation (rather than just tech), the incubator will fund a five-year study on "basic income," the concept that the government should pay everyone a living wage.

Challenges In April, a cofounder of Cruise Automation—a YC startup that had agreed to be acquired by General Motors for a reported \$1 billion—sued for half of Cruise's equity, potentially stalling YC's biggest exit to date.

Buzz ⚡

Accelerating hope

Hewlett Packard Enterprise is helping healthcare providers deliver advanced medical solutions that change lives.



Accelerating next



**Hewlett Packard
Enterprise**

hpe.com

© 2016 HPED LP.

SOUNDCLOUD

Milestones After securing licensing deals with Sony Music and Universal Music Group, the streaming platform launched SoundCloud Go, a \$9.99-per-month subscription service designed to compete with Spotify and Apple Music.

Challenges Apple is partnering with the DJ-focused music-sharing site Dubset, which will give a significant boost to one of SoundCloud's biggest rivals.

Buzz ⇌

LINE

Milestones The popular Tokyo-based messaging service reversed its position on letting outsiders in: This summer, it will open its API to developers looking to build chatbots or automated services for Line's app.



Challenges The Indonesian government ordered Line, which has lost significant ground to Facebook-owned WhatsApp, to remove same-sex emoticons from its platform—and the company complied, angering many users.

Buzz ⇌

KASPERSKY LAB

Milestones The Moscow-based software-security company recently shared news that it had successfully identified and thwarted three Russian hacking groups that had been using malware programs to steal millions of rubles from banks—in some cases, by breaching ATM systems.

Challenges Hacking keeps evolving on multiple fronts: In a study published in February, the lab revealed that the amount of malware programs designed for smartphones tripled in 2015.

Buzz ↑

TARGET

Milestones The retailer has revamped its coupon app, Cartwheel, and announced that starting in 2017 it will invest more than \$2 billion a year to improve its restocking systems and drive online sales, which have lagged behind other big retailers. (Just 3% of its sales come from e-commerce.)

Challenges CEO Brian Cornell acknowledged in a meeting with analysts that customers are often "underwhelmed and disappointed" by low stock and subpar customer service.

Buzz ⇌

EATALY

Milestones The high-end Italian-food marketplace—which has locations around the world and recently opened outposts in Munich and São Paulo—is moving forward with plans for Eataly World, a 20-acre, 25-restaurant theme park-like complex in Bologna, Italy, that is set to open mid-2017 (to the dismay of some local residents). The park will build on the "farm to fork" idea, complete with workshops, on-site livestock, and food labs.

Challenges Starbucks has announced plans for a 20,000-square-foot coffee and food market—called the Roastery—in New York City's Meatpacking District, not far from Eataly's flagship location.

Buzz ↑



WHAT DOES IT TAKE TO STAY AHEAD IN THE CURRENT BIG PHARMA RACE?

GILEAD SCIENCES

Foster City, California-based Gilead Sciences is the leading manufacturer of lifesaving HIV treatments: Its HIV-prevention drug Truvada was one of the best-selling pharmaceuticals of 2015, and in April, the FDA approved Descovy, a combination pill that has fewer side effects than other drugs and also lets patients take fewer doses. "With each new therapy we introduce, Gilead aims to significantly improve upon the existing standard of care, even if that standard of care is our own product," says Norbert Bischofberger, chief scientific officer and executive vice president of R&D.

But Gilead's results outside the HIV field have been more mixed. In March, a federal jury ruled that Gilead must pay \$200 million in damages to pharmaceutical giant Merck because Gilead's successful

Sovaldi and Harvoni hepatitis C treatments infringe on two Merck patents. The ruling is expected to give Merck a boost in commercializing its own hepatitis C drug, Zepatier, a reportedly more effective (and significantly less expensive) alternative to Gilead's offerings. Meanwhile, another drugmaker, AbbVie, has touted high cure rates for its new hep C drug.

To further diversify its offerings, Gilead secured a \$1.2 billion deal in April to acquire a division of Cambridge, Massachusetts-based Nimbus Therapeutics that makes a treatment for the liver disease nonalcoholic steatohepatitis. But Gilead—always looking for a strategic leap over its competitors—also hopes Nimbus's research will unearth the next balm for conditions that stem from hep C.

Milestones In January, Gilead's longtime CEO John Martin stepped down, handing the position to chemist turned COO John Milligan. Martin will continue to serve as executive chairman.

Challenges Gilead halted testing of its blood-cancer drug Zydrelig in March after multiple patients died during trials.

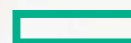
Buzz ↓

Accelerating potential

Cloud solutions from Hewlett Packard Enterprise gives college students the tools to learn, discover and apply knowledge to solve the world's most enduring problems.



Accelerating next



**Hewlett Packard
Enterprise**

HOZZ

Milestones Following the successful February launch of “View in My Room”—a tool that lets users employ their phone’s camera to see virtual images of products in their dwellings—the home-decorating site opened its API to retailers, including Shopify users.

Challenges After expanding to Japan and Australia, Houzz is entering the \$7-billion-a-year Singaporean home-renovation market, where it will face a very similar (and popular) local startup, Kluge.

Buzz ⬆

GOGO

Milestones The company announced plans to purchase more satellite capacity in an effort to upgrade connectivity on 10 airlines that use its Wi-Fi service.

Challenges The move came after client American Airlines took Gogo to court over exceedingly slow Internet speeds. (The suit has since been dropped.)

Buzz ⬇

NEWS CORP

Milestones In April, News Corp launched Heat Street, a Libertarian-leaning site that its editors describe as having “no safe spaces.”

Challenges Revenue at the media giant fell 8.1% year over year to \$1.4 billion in Q2, marking a fourth straight quarter of losses.

Buzz ⬇

PHILIPS

Milestones In March, the Dutch industrial innovator announced the Philips Hue white ambiance, a line of LED smart bulbs that come with a detachable wall-mounted dimmer switch.

Challenges The U.S. government halted the sale of Philips’s Lumileds lighting division to Chinese investor GO Scale Capital after a regulatory committee raised concerns about selling technology to a Chinese company. (GO Scale is reportedly planning another bid.)

Buzz ⬆

BIRCHBOX



Milestones The beauty subscription service is now selling its own products, starting with Arrow, a line of sweat-proof makeup.

Challenges Citing a downturn in the market, newly solo CEO Katia Beauchamp (above)—co-CEO Hayley Barna departed last summer—cut 15% of Birchbox’s staff and shut down its Canadian operations.

Buzz ⬅➡

ZAPPOS

Milestones Zappos signed its first-ever athletic endorsement, with former Notre Dame football player Ronnie Stanley. Stanley will promote Zappos, most likely on its website, in return for an undisclosed amount of store credit.

Challenges Following CEO Tony Hsieh’s adoption of the radical management process Holacracy, 18% of its workforce has left the company.

Buzz ⬅➡



A DESIGN FIRM RALLIES A WORK-PLACE REVOLUTION

USTWO

As Netflix, Twitter, and other high-profile companies adopt more-generous parental-leave programs, the digital-design company Ustwo is going even further: It’s pressing its entire industry to change its policies. In March, the U.S. division of the London-based agency—best known for creating the award-winning 2014 mobile game *Monument Valley*—launched the “Pledge Parental Leave” campaign, which is already having a major impact on the design world. More than two dozen firms, including Ideo and Wolff Olins, have signed on, agreeing to offer at least three months of fully paid parental leave with uninterrupted medical coverage, along with six months of guaranteed job security for new parents. (Firms must also make their policies public.) “[Hiring] talent is increasingly competitive, and people are looking to work for

companies that actually care,” says Ustwo co-owner Julian Ehrhardt. “I had my first kid in London and then my second in the States, and the contrast was quite a shock.”

The campaign started for a simple reason: One of Ustwo’s New York employees got pregnant, and the U.S. team started thinking about how best to handle it. “We were saying how completely [screwed] up it was that so many agencies will offer nothing,” recalls Casey Hopkins, Ustwo’s head of marketing. The team put together a pitch email, and “within 10 seconds we had our first company on board,” says Ehrhardt. He wants the pledge to catch on throughout other creative fields. “We hope that anyone who’s on the wrong side of this situation will say, ‘What the hell are we doing? All our competitors are doing this.’”

Milestones This summer, Ustwo will release a soundtrack to the *Monument Valley* game, which was downloaded 21 million times in 2015.

Challenges The company has yet to replicate *Monument*’s commercial success, although as a full-service firm it’s less reliant on games than companies like Zynga are.

Buzz ⬆

Accelerating cures

Hewlett Packard Enterprise hybrid infrastructure is transforming 95% of Fortune Global 500 Healthcare and Life Sciences companies.



Accelerating next



**Hewlett Packard
Enterprise**

hpe.com

The Recommender

19 things the *Fast Company* community is loving this month

1

Malibu by Anderson .Paak

\$9.99
Andersonpaak.com

"Anderson .Paak's new album *Malibu* is a great combination of genres—hip-hop, R&B, house, and classic soul. I've been listening to it a lot these days."

Reham Fagiri
Cofounder, AptDeco



Beach grooves

Rapper/singer
Anderson .Paak's
Malibu came out
in January.

2

Stowaway Cosmetics

From \$10
Stowawaycosmetics.com



"These tiny cosmetics are perfect for me. I love that the lipstick is so small it can easily slide into the side pocket of my chef coat."

Sarah Simmons
Chef and founder, City Grit

3

Whistle pet tracker

\$79.95
Whistle.com



"I use Whistle's app and pet collar to let me know my golden retriever, Lola, has been taken out for a good, long walk with her dog walker."

Ben Fischman
Founder, M.Gemi

4

Click and Grow indoor garden

From \$60
Clickandgrow.com



"Click and Grow allows me to grow organic herbs at home with its LED light and pH-balanced smart soil. I just plug it in, add some water, and watch nature do the rest."

Sergey Gusev
Founder and COO, Scentbird



EXPLORE

MORE

CORES



NEW!

Introducing three delicious new Core flavors - Brownie Batter, Cookies & Cream Cheesecake, and Coconuts for Caramel. Each has a unique gooey center surrounded by chunk-filled ice cream that you'll want to get to the bottom (and middle) of!



5

Laederach chocolates

From \$7
Laederach.com



"Laederach is a small, family-owned Swiss chocolate company. It's seen by the Swiss as far superior to the Lindt chocolates that the rest of the world associates with the country."

Martin Lindstrom

Author and founder, Lindstrom Company

6

Alangoo

From \$5
Alangoo.com

"I rely on shopping site Alangoo for accessories and gifts. Everything is Persian, but made in Brooklyn."

Maryam Eskandari

Founder, MIIM Designs



Stay in the know

These apps will keep you connected.



7

Wonder

From \$29.99
Askwonder.com

"Wonder is your personal on-demand research team, where detailed answers and resources are delivered right to your inbox."

Alexander Negrash

Marketing director,
CloudBerry Lab

8

Nuzzel

Free
Nuzzel.com

"The Nuzzel app is like a curated version of Twitter. I am a news junkie and use it to get my news fast. I'm constantly checking for updates."

Dev Ittycheria

President and CEO,
MongoDB

9

Cast

\$10/month
Tryca.st

"I listen to tons of podcasts. I like Cast because it works for both playback and recording your own podcasts."

Breanden Beneschott

Cofounder and COO,
Toptal

10

Cuboro marble maze

From \$220
Cuboro.ch

"At home, I play with Cuboro blocks with my kids; in the office, I play with them to think. They have various holes and channels drilled into them that you can stack and then run marbles through."

Mario Schlosser

Cofounder and CEO, Oscar



11

Gravid Water

\$5
Ucbtheatre.com

"The Upright Citizens Brigade's improv show Gravid Water pairs an actor with an improviser, and the results are genius."

Molly Howard

Cofounder, La Ligne

12

TI:ME slippers

From \$95
Timeslippers.com

"These shoes have a plush, moisture-wicking lining and Velcro straps that make it easier to go through airport security."

Mike Rothman

Founder and CEO, Fatherly



Celine Grouard (blocks)

I'm glad I missed my delivery. Said no one ever.

Nobody likes to worry about missing a delivery. UPS Access Point™ locations give today's customers the convenience of picking up and dropping off deliveries at more than 8,000 neighborhood businesses across the country. Just one of the many ways UPS is helping companies solve for today's rising customer expectations. See how we can help you at ups.com/solvers



united problem solvers™



Treat yourself to wellness

Tools for increasing your chill

13

Yoga Studio app

Free
Yogastudioapp.com

"This is a virtual yoga studio where I take or create classes. I've spent hundreds on unused studio memberships. This is the best."

Jill Corral
Senior UX designer,
Amazon

14

Cotopaxi water bottle

From \$25
Cotopaxi.com

"I love everything from this Utah-based adventure-gear company, especially their water bottles—we gave them to everyone on our team."

Vanessa Quigley
Cofounder, Chatbooks

15

Young Living Essential Oils

From \$25
Youngliving.com

"I use Young Living Essential Oils for so many different things: for perfume, ailments, or to enhance my mood."

Tamara Arbib
Founder and managing director, Rebel Kitchen



16

Tula skin care

From \$28
Tula.com

"I'm obsessed with Tula's probiotic skin-care line. As a new mom and owner of a startup, I have little time to take care of myself. This affects everything, including my skin. Tula keeps the outside microbiome in check and makes my skin look healthy with a subtle glow."

Rachel Drori
Founder, Daily Harvest



17

Arccos golf sensors

\$79.99
Arccosgolf.com



"Arccos is a great tech tool for golfers. Place an Arccos device on every club, and it shows how far you hit each ball."

Tom Gonser
Founder, Docusign

18

Trauma Is Really Strange

\$11
Stevehaines.net



"Trauma Is Really Strange by Steve Haines and Sophie Standing is the perfect small illustrated book to teach everyone about trauma and how it affects our brains."

Brianna Rader
Founder, Juicebox

19

Moscot eyewear

From \$250
Moscot.com



"Moscot eyeglasses are my favorite for vintage frames. I just bought the 'lemtosh' frame (as worn by Buddy Holly and Truman Capote)."

Jane Wurwand
Cofounder, Dermalogica

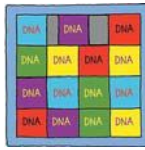
YOU DESERVE BETTER

Not just a better bathroom, but also a better home loan experience. Rocket Mortgage's completely online process gives you a custom mortgage solution, so you can refinance and start saving money to finally update that yuck-colored bathroom.



PUSH BUTTON | GET MORTGAGE

Quicken Loans NMLS #3030. Equal Housing Lender. Licensed in 50 states. AR, TX: 1050 Woodward Ave., Detroit, MI 48226-1906, (888) 474-0404; AZ: 16425 North Pima, Ste. 200, Scottsdale, AZ 85260, Mortgage Banker License #BK-0902939; CA: Licensed by Dept. of Corporations, CA Residential Mortgage Lending Act; CO: Regulated by the Division of Real Estate; GA: Residential Mortgage Licensee #11704; IL: Residential Mortgage Licensee #4127 – Dept. of Financial and Professional Regulation; KS: SL-0000693; ME: Supervised Lender License; MN: Not an offer for a rate lock agreement; MS: Licensed by the MS Dept. of Banking and Consumer Finance; NH: Licensed by the NH Banking Dept., #6743MB; NV: License #626; NJ: Licensed Mortgage Banker – NJ Dept. of Banking, 1st (and/or 2nd) mortgages only; NY: Licensed Mortgage Banker – NYS Banking Dept.; OH: MB 850076; OR: License #ML-1387; PA: Licensed as a 1st Mortgage Banker by the Dept. of Banking and licensed pursuant to the PA Secondary Mortgage Loan Act; RI: Licensed Lender; VA: www.NMLSCustomerAccess.org; WA: Consumer Loan Company License CL-3030. Quicken Loans NMLS #3030. Rates subject to change. Restrictions may apply. ©2000–2016 Quicken Loans Inc., All rights reserved. Lending services provided by Quicken Loans Inc., a subsidiary of Rock Holdings Inc. "Quicken Loans" is a registered service mark of Intuit Inc., used under license.



1



0



0



s



t



#



t



i

v



e



l



e



i



n

n



e



\$300K SAVED!

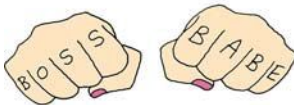
s



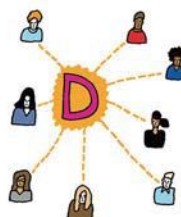
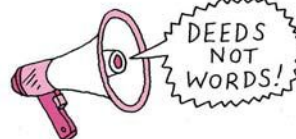
s



1



6



"There are many other timelines that could have been," says *Hamilton* writer, composer, and star Miranda of his trajectory. "But this is what happened, and I am aware that there is a giant spotlight on me."





01

Lin-Manuel Miranda

CREATOR AND STAR,
HAMILTON

For making history

BY RACHEL SYME

If you ever find yourself in a position to sit down with Lin-Manuel Miranda, know this: You never really “sit down” with Lin-Manuel Miranda. He is always in motion, on a mission; standing still really isn’t his thing. When the 36-year-old composer and lyricist was dreaming up the songs for *Hamilton*, the Broadway phenomenon that he wrote every line of and currently stars in eight times a week, he would often walk for hours through the streets of New York City, willing the words to come. Even now, he insists that the calmest he ever feels is during the 2 hours and 45 minutes of the show, when he gets to bound around onstage as Alexander Hamilton, “yelling and rapping at the top of my lungs. It’s the most relaxing part of my day.” The physical exertion returns him, every night, to himself, offering an unlikely respite from the attention that’s swirled around him since *Hamilton* became a cultural and financial force. The only way that Miranda stays whole, now that everyone wants to engage with him—Hollywood, the White House, hundreds of thousands of Twitter followers, the music industry, Broadway obsessives, big-

The Hamilton Treasury

A by-the-numbers look at the continuing impact of Lin-Manuel Miranda's groundbreaking musical



Miranda, right, as Alexander Hamilton

\$60 million+

• Gross Broadway ticket sales for Broadway's *Hamilton* (as of April 1)

\$32 million

• Advance ticket sales for *Hamilton* before it hit Broadway in August 2015

\$175,000

• Advance reportedly paid to Miranda to write *Hamilton*

No. 12

• *Billboard* 200 debut position for the *Hamilton* original cast recording album on October 17, the highest for a cast recording since 1963

No. 1

• Spot the cast recording album reached on the *Billboard* Rap Albums chart the week of November 28 and again the week of April 30

148,324,872

• Total plays of the *Hamilton* soundtrack on Spotify (as of April 15)

4.3 million

• Number of views for the *Hamilton* Musical YouTube Channel

106

• Number of different jewelry designs for sale on Etsy embossed with lyrics from *Hamilton*

\$1.5 million

• Amount committed by the Rockefeller Foundation to subsidize tickets so that 20,000 N.Y.C. students can see *Hamilton* for \$10 apiece

24

• Number of weeks Ron Chernow's 2004 biography (on which the musical is based) has spent on the *New York Times* best-seller list since *Hamilton* began its Broadway run

110

• Number of *Hamilton*-themed SoulCycle classes held since October 2015

212

• Years since Alexander Hamilton was laid to rest at the Trinity Churchyard in Manhattan's Financial District

\$50

• Price of a ticket for one of two "Hamilton's New York" walking tours (in Hamilton Heights or on Wall Street)

3

• Number of cities (Chicago, Los Angeles, and San Francisco) that will soon stage *Hamilton* productions

97

• Number of #Ham4Ham mini musicals (both live and on YouTube) that Miranda and the *Hamilton* cast have created for fans

70%

• Increase in visits to Hamilton's former residence at the Grange National Memorial in Harlem in 2015

2

• Number of days after the musical's companion book, *Hamilton: The Revolution*, went on sale in April that it was listed as out of stock on Amazon

money investors, American history buffs, prize committees, schoolteachers, the political establishment—is to keep moving.

On a windy night in March, he invites me to hop with him into the backseat of a black SUV to go from the northernmost tip of Manhattan, where he lives, across the George Washington Bridge into New Jersey. ("This is Chris's bridge!" he says proudly as we glide over it, a shout-out to his long-time friend Christopher Jackson, who plays America's first president in *Hamilton*.) Miranda rarely finds time to sleep, let alone cross state lines on his night off, but tonight, he tells me with a grin, he is headed to the town of Montclair on a matter of family justice: He needs to settle a score among some fourth graders. One of them has been going around telling his classmates that his uncle is the Hamilton in *Hamilton*, creator of the cultural juggernaut that recently won the Pulitzer Prize for Drama. This is true. But 10-year-olds are skeptics; they require physical proof. So Miranda is making a special appearance in the auditorium of the stately Montclair Kimberley Academy, where he will, as he puts it delicately, "rub it in all those kids' faces. This is in my job description as cool uncle. And if I can't use my powers for that, what am I even doing?"

***Hamilton*, which opened at New York's Richard Rodgers Theatre in August 2015, after an off-Broadway run, isn't just a hit musical. It's one of those rare cultural phenomena that reaches beyond its genre and infiltrates the broader conversation. Fourth graders love the show as much as 80-year-olds. Hip-hop fans and history buffs alike are giddy over its inspirational, intricately rhymed retelling of the founding father's complicated relationships with Aaron Burr, George Washington, Thomas Jefferson, and more. President Obama is a fan, and a parade of celebrities have streamed through, including Oprah Winfrey ("Wow! Wow! Wow!" she wrote on Instagram) and Paul McCartney. Tickets are more or less impossible to acquire, unless you're willing to drop as much as \$3,000 on the resale market. Which is probably why the cast recording was the *Billboard* album chart's highest-debating cast recording in 50 years. "Yes," wrote *New York Times* theater critic Ben Brantley in an unqualified rave, "it really is that good."**

When Miranda speaks about his current cultural influence, which he does often, with phrases like "all eyes on me," and "the world is calling"—he does so matter-of-factly. He knows that there's no use being coy about what has become undeniable: He is the most powerful person working on Broadway today and a galvanizing figure in music, publishing, and film, as well. He is grateful to hold this title, grateful to be living out "the timeline where it all went right. There are many other timelines that could have been," he says. "But this is what happened, and I am aware there is a giant spotlight on me."

Here's where that path became interesting: After winning a 2008 Tony for his first musical, *In the Heights*, which used Latin rhythms and (Continued on page 120)



Performance that moves you. Beauty that stops you in your tracks.

Introducing the all-new C-Class Coupe. Engineered for superior sportiness and equipped with Dynamic Select—a feature that allows you to alter the driving dynamics to your exact liking—the C-Class Coupe will send you, and your heart, racing in seconds. Yet its stunning good looks will just as quickly bring you to a halt. The completely redesigned C-Class Coupe. MBUSA.com/C-Coupe

Mercedes-Benz
The best or nothing.





02

Divya Nag

HEALTH TECHNOLOGIES LEAD, APPLE

For moving Apple into the doctor's office

Last March, Divya Nag's team introduced ResearchKit, an open-source developer toolbox that allows doctors and researchers to create apps that make it easy to participate in medical studies. There are now dozens in play, including ones for autism, Parkinson's disease, and NFL-related concussions.

"Traditionally, you'd have to drive to one of a few big hospitals to participate in a research study," says Nag, who launched two med-tech startups before joining Apple in 2014. "Today, you can take part in two or three while

you're waiting for your Uber." Now she's addressing the patient-physician relationship. Through Apple's new CareKit tool, doctors can automatically alert outpatients when it's time to take their medications or to exercise—while patients can reciprocate with continual updates on their condition. Doctors at MD Anderson Cancer Center in Houston and other hospitals in the Texas Medical Center are already using a CareKit app, and Nag sees limitless applications for monitoring diabetes, mental health, pregnancy, and more.

03

Jill Soloway

FOUNDER, TOPPLE PRODUCTIONS

For televising the revolution

As the Emmy-winning creator and showrunner of Amazon Prime Video's radical, gender-defying hit show *Transparent*, Jill Soloway has spent the past few years fighting the man—or at least the dominant male point of view. Now she's doing it on even more fronts. The Hollywood veteran (*Six Feet Under*) and cofounder of the female-driven curated-video network Wifey.tv launched a production company last year called Topple—which has an overall deal with Amazon—to develop shows and films based around female and alternative voices. Among them: *I Love Dick*, a half-hour comedy adapted from a provocative cult novel about a married woman's romantic obsession, and *Ten Aker Wood*, a film about a woman in a failing marriage seeking refuge on a pot farm. "Every time I create a show or movie where a woman is a protagonist, we are shifting the way it feels for women to be the center of their stories," she says. But Soloway's greatest accomplishment may be behind the scenes, in the hiring of women and members of the LGBT community on both sides of the camera. The directors for *Transparent*'s third season, for example, are almost all cis- or transgender women. Still, she says, "I feel like I haven't even begun to scratch the surface of what needs to be done."



Didi Chuxing president Liu makes finding and retaining talent a priority at the ride-sharing company, where the average age of its 5,000 employees is 26.

04

Jean Liu
PRESIDENT, DIDI CHUXING

**For building
China's biggest
ride-sharing
business at
breathtaking speed**

One of Jean Liu's first acts after becoming president of the Beijing-based taxi-hailing service Didi Dache in February 2015 was engineering the surprise merger with its biggest competitor, Kuaidi Dache, to create the formidable transportation service now known as Didi Chuxing. In less than a year and a half, she has increased head count from 700 people to 5,000 as the company adds bus, bike, and ride-sharing offerings. She's also lined up partnerships with Grab (Singapore), Ola Cabs (India), and Lyft (the U.S.) to offer Didi passengers in-app booking with these services and raised \$3 billion for further expansion—all while fending off Uber's advance into China.

How have you managed so much change in such a short time? Our principle is that we send “old”

people—people who have been with us for more than two years—to try new things. So when we start a new business line, we send people who are already familiar with our team culture. The communication cost is much lower, since that person knows the company well. He also has to have the charm to get a great team together.

So finding the right employees is a priority when you're growing this quickly. To be a great company you need not just the best product but also the best people. We aim to get the best young talent from many different fields and make sure that they have the feeling that they can have a huge impact. The average age of our 5,000 employees is 26.

What are the biggest obstacles facing Didi in China? Less than 10% of the population has cars. The government has regulations that essentially ban cars from the road, because China's population density is so high. So we are building a platform that will offer transportation to everyone, with black cars, taxis, [carpooling option] Hitch, and even buses.

You also have to keep Uber at bay. The company has spent billions of dollars trying to win a significant share of the Chinese market.

Uber's arrival didn't change things much, from my perspective. Competition always makes you better. In developed Western countries, they are used to building products for the upper and middle class. We are offering service to people who can't even afford cars. Our biggest challenge is delivering an efficient network in a massive, dense market. China has more than 40 cities with more than 2 million people. Didi completed 1.4 billion rides in 2015. The challenges in China are intense.

What keeps you motivated? When I look outside my window today, it's highly polluted, it's highly unpleasant. So we are dealing with lots of different consequences of this traffic. We have 800 million urban people struggling every day. Didi's goal is that within three years we are going to serve 30 million people a day, by helping them get a car, a bus, or any transportation [including other shared vehicles] within three minutes. Our top mission is to serve all Chinese people so they can have better life quality.
—Rick Tetzeli

05|06

**Maria Grazia Chiuri
and Pierpaolo Piccioli**

CREATIVE DIRECTORS,
VALENTINO

**For turning a
storied fashion
house into a
\$1 billion
juggernaut**

Since taking Valentino's reins in 2008, Maria Grazia Chiuri and Pierpaolo Piccioli have reinvigorated the Rome-based brand, which nearly doubled its profit last year on revenue of more than \$1 billion (with IPO rumors flying). Their strategy relies on careful balance—spiky metal studs and soft-edged elegance; love for the past and an embrace of the future.

How do you describe your vision for Valentino?

CHIURI: We are really proud of our heritage. But at the same time, we want to evolve. We introduce many different elements. In each woman and each man, there is something different. We want people to use our style in their personal way.

PICCIOLI: What we deliver is something that is authentic and close to our idea of beauty—effortless elegance. Rome is such a beautiful city. You can see lots of layers: the imperial Rome, the baroque, the Catholic, the cinematic aspect of Fellini. Everything lives together in a very special way. You don't feel the effort. Everything is layered. Memory is in

the present, but it is not nostalgic. The past is part of our present.

You've said that your first few seasons at the helm of Valentino were "horrible." What changed?

CHIURI: We had to learn to express ourselves. In the past, we were designers. We never had to describe why we had to make a dress in this way or that way. For me, I am very shy. It was so difficult. It's still not easy today.

PICCIOLI: You have to deliver a vision of beauty. You have to be aware of what you are saying to make people understand. We had to learn to communicate in a universal language.

What are the biggest changes facing the fashion marketplace today—and how are you responding?

CHIURI: [With] the Internet—Instagram, websites—everything goes so fast. Now you can see a show immediately, in other parts of the world. At the same time, we want to maintain our values. So we work like in the past. We believe that for a luxury brand, time is a value.

To do things in a way that is special, we need time.

PICCIOLI: It's important to stay close to who you are and what you want to say, [to] use social media to deliver the message, not change the language itself. You need identity. You need your memory. If you lose who you are, you are lost in the world. Fashion is still a community of people who deliver messages. Fashion is not only about clothes—it is about what is beyond clothes. It is about culture.

You've worked together since 1989, starting at Fendi. What makes your partnership work so well—and do you have advice for other collaborators?

CHIURI: Every relationship needs respect. It's important to maintain differences. Difference is a value, not a defect. You can argue. You make your point of view more strong.

PICCIOLI: Every relationship needs a moment to argue and to fight!

CHIURI: Many people ask us that. Maybe people want a fairy tale, but we are not a fairy tale. We are people!

PICCIOLI: Sometimes life is more interesting than a fairy tale. —Jeff Chu





Valentino's Chiuri, left, and Picciolo are longtime creative partners. "It's important to maintain your differences," Chiuri says.

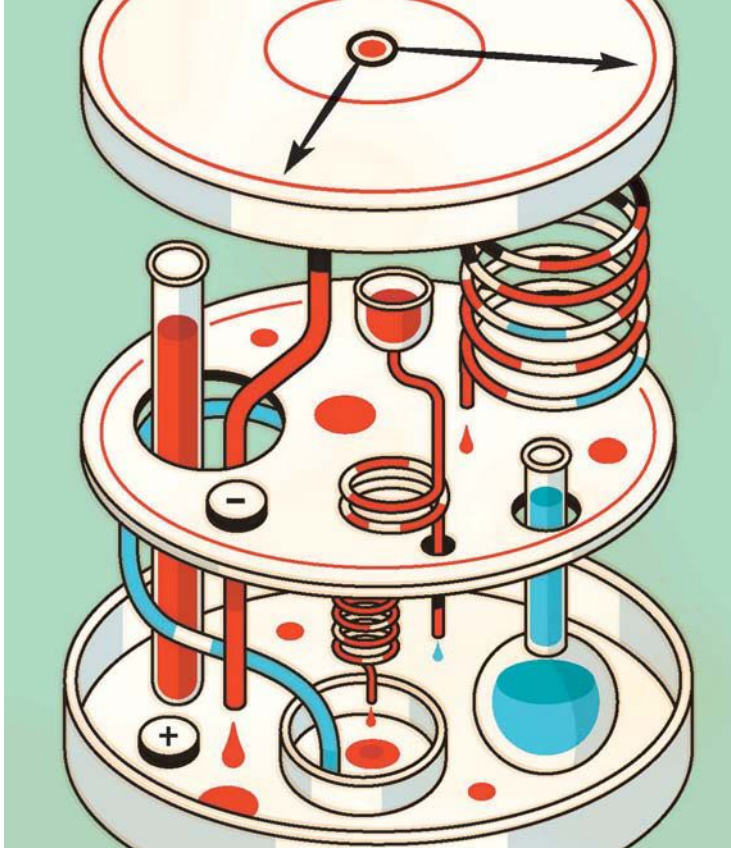


07

Cindy Holland
VICE PRESIDENT OF
ORIGINAL CONTENT, NETFLIX

**For offering Netflix
viewers a lot more
to binge on**

This year, Netflix has doubled its amount of original programming, cranking out some 600 hours of new series and movies that it hopes will attract ever more subscribers. Cindy Holland is in charge of curating all that content. With a sizable piece of Netflix's \$6 billion annual budget, she has already green-lighted projects such as Baz Luhrmann's musical drama *The Get Down*, about the birth of hip-hop (due this August), a new sitcom created by cult comedian Maria Bamford called *Lady Dynamite*, and Chelsea Handler's bold, three-times-a-week talk show, *Chelsea*. Those will follow recent successes like true-crime phenomenon *Making a Murderer* and Aziz Ansari's critical hit *Master of None*. Given her giant pocketbook and near-endless array of content options, how does Holland decide what to pursue? In part, by looking at the company's reams of user data. "That helps us identify the kinds of things our viewers are interested in watching," Holland explains. "We definitely blend the art with the science."



two and five days. McDonough's team turned to magnetism instead, spending seven years to develop a process that releases magnetic particles—which have been primed to bind with five different species of fungus—into a blood sample. If the binding occurs, the magnetic properties of the blood's water molecules will change. "We look for that binding event," McDonough says. "And we can pick it up early, before the [septic] shock sets in." The test, called T2Candida (after the killer fungus strains it can identify), works in under three hours and detects the pathogen in more than 90% of patients with fungal sepsis. T2Candida was approved by the FDA in 2014, and is already being used in 30 of the largest U.S. hospitals. Now McDonough is bringing it to developing nations, where sepsis is rife, and working to get regulatory approval for a slew of new tests based on the same technology (and compatible with the same equipment), including assessments for blood clots, bacterial sepsis, and Lyme disease.

08

John McDonough
PRESIDENT AND CEO,
T2 BIOSYSTEMS

**For saving lives by
saving time**

One of John McDonough's first acts after taking the helm of the med-tech startup T2 Biosystems was to ask clinicians across the country what diagnostic tool they

needed the most. The resounding answer: a faster and more accurate test for sepsis infections, one of the most common causes of death at hospitals. The key to treating sepsis is quickly identifying the strain of bacteria or fungus (which is more deadly) behind the infection. Most health systems still do this via a blood culture, a century-old technology that only detects the infectious agent in about 60% of patients with sepsis and typically takes between

09

Dawn Shaughnessy
PRINCIPAL INVESTIGATOR,
HEAVY ELEMENT GROUP,
LAWRENCE LIVERMORE
NATIONAL LABORATORY

**For getting
elemental**

In December 2015, the International Union of Pure and Applied Chemistry added three new entries to the periodic table of elements that had been synthesized by a team of researchers co-led by nuclear chemist Dawn Shaughnessy. Partnering with the Joint Institute

for Nuclear Research in Russia, the group has discovered five new "superheavy" elements since 1999, bearing the atomic numbers 114 to 118. This is no simple feat: Superheavy elements aren't found in nature and creating them, in a cyclotron, requires preci-

sion, brute force, and lots of luck. These elements all decay within an hour (sometimes milliseconds), but physicists theorize that still-heavier elements could be chemically stable and might possess remarkable properties, such as extreme strength or conductivity, that could have

applications in fields from aerospace to medicine to energy. "The discovery of superheavy elements forces us to rethink how matter is held together," she says. "If we can push out to 119, 120, and beyond, it's a little freaky to think about what might be done with these elements."

NO MATTER WHAT KIND OF BUSINESS YOU RUN,

WE'VE GOT YOU COVERED!

FEATURING
OVER 30
COVERAGE OPTIONS!

**GENERAL
LIABILITY**
WORKERS' COMP
**COMMERCIAL
AUTO**



PROTECT YOUR BUSINESS WITH PROGRESSIVE TODAY!
VISIT PROGRESSIVECOMMERCIAL.COM.

PROGRESSIVE
COMMERCIAL

Progressive Casualty Ins. Co. & affiliates. Business insurance may be placed through Progressive Specialty Insurance Agency, Inc. with select insurers, which are not affiliated with Progressive, are solely responsible for servicing and claims, and pay the agency commission for policies sold. Prices, coverages, privacy policies and commission rates vary among these insurers.



Amazon's Agarwal is finding innovative ways to expand the service's user base in India.



10

Amit AgarwalVICE PRESIDENT AND
COUNTRY MANAGER,
AMAZON INDIA

**For extending
Amazon's reach,
one vendor at
a time**

Jeff Bezos's former executive assistant and technical adviser has been on a critical mission in India: to establish a dominant international foothold for Amazon after it all but bombed in China. Within the past two and a half years, Amit Agarwal has grown the India division to the point that it's now competitive with home-

grown rivals Flipkart and Snapdeal, and he's finding novel ways to overcome the country's underdeveloped logistics and payment infrastructure. "The constraints make it exciting and challenging—they get me thinking like a cowboy," says Agarwal, who has established several "India first" innovations. Among them:

- **Amazon Pickup**

More than 3,500 convenience stores, bakeries, flower shops, etc. in 50 cities have been co-opted as Amazon delivery and pickup points.

- **Amazon Tatkal ("Instantly")**

A specially designed studio on wheels has visited

more than 30 cities and towns offering business owners services such as registration, imaging, cataloging, and sales training that help them start selling actively on Amazon within an hour.

- **Chai Carts**

Mobile hospitality units have traveled more than 3,700 miles and served nearly 16,000 cups of tea and lemonade while introducing more than 8,000 small businesses to Amazon's seller services.

- **Project Udaan ("Flight")**

Hundreds of assisted-shopping and pickup facilities have been set up in towns and neighborhoods with spotty Internet access, increasing Amazon's penetration.

—Saritha Rai

11

Glenn E. MartinFOUNDER AND
PRESIDENT,
JUSTLEADERSHIPUSA

**For empowering
former prisoners**

When Glenn Martin was invited to the White House last summer to discuss barriers faced by the more than 65 million Americans with criminal records, he wasn't expecting to become a real-time case study. But then he was (temporarily) barred from entering, due to the fact that 20 years ago, he served six years in prison. Martin has struggled with this history, even as an advocate within the prison-reform movement, which doesn't have many leaders who've actually been to prison. "You wouldn't have a women's rights movement without women in leadership, or a gay rights movement without gay people in leadership," says Martin, who founded the not-for-profit JustLeadershipUSA in 2014. Now he's working to build more leaders who can use their incarceration experience to achieve greater impact. In 2015, JLUSA launched a yearlong fellowship that provides 20 criminal-justice advocates with training and resources, as well as one-day leadership courses in several cities. Martin's group also helped convince the Obama administration to launch 2015's "Ban the Box" initiative, which requires employers to evaluate candidates before their criminal record is revealed, and to expand Pell Grants so that more prisoners can enroll in college. Next up: working to close troubled New York jail Rikers Island and halve the country's prison population by 2030.

MASTERS OF MARKETING

PRESENTED BY



ROI: BEYOND A SIMPLE METRIC

Q&A with Randy Varela, Director of Digital Marketing, Callaway Golf

FastCo Works sat down with Randy Varela, the director of digital marketing for Callaway Golf, to explore how the equipment giant evaluates campaigns in an age of seemingly endless new platforms and continuous experimentation.



HOW DO YOU CHOOSE WHICH DIGITAL CHANNELS TO TRY AND WHICH TO AVOID?

You have to be extremely fluid. You can't plan things out in January for the entire year. For us, the answer is test, test, test. If there is something new out there, put a small budget behind it—if it doesn't work, then move on to the next idea.

HOW DO YOU TELL IF SOMETHING IS WORKING?

If you have goals in place, it's very easy. The good and the bad with digital marketing is that there is a ton of data, and anyone can massage the same data to look positive or negative. If I ask, "How are we performing?" you could say, "Well, average order value is really great." But if the goal was email acquisitions and you're looking at ancillary metrics, then we're losing focus. If something advances the goals, we will continue to spend there regardless of the budget.

HOW DO YOU MANAGE THE CONTENT THAT CALLAWAY CREATES, SUCH AS PODCASTS AND VIDEOS?

Our in-house media production company creates several new pieces a day. We're constantly creating content because we want authentic engagement. Golfers don't just come to Callaway to learn about new products. They turn to us because they have an emotional connection with the game.

HOW DO YOU ASSESS THE VALUE OF THE CONTENT?

When it's right, you have this great digital ecosystem that all works together—your content, your commerce, your community. All of these pieces come together to create engagement. The ancillary benefit is sales. But you've also created a buzz that keeps people interested in your business and brings new people through the doors.

Each company must determine the sweet spot for their marketing spend. How much should you value someone watching a video you produce, or a partnership you broker? Determining that value takes time. You can't guess.

WHAT TECHNOLOGIES, SERVICES, OR METRICS DO YOU SEE BECOMING EVEN MORE VALUABLE?

Content is going to continue to be extremely important—all types. It helps tell your brand's story, which is key within the digital space. Another key component is continuing to focus and build out our loyalty program. It's the 80:20 rule, right? Twenty percent of our consumers are going to make up 80% of our revenue so we need to be taking care of those consumers.

HOW DO YOU SEE DIGITAL MARKETING EVOLVING IN THE FUTURE?

I don't think anyone knows. It's tough for me to wrap my head around what's going to happen in digital marketing five months from now. But that's what makes it fun. You just have to adapt.

FOR MORE FROM THE MASTERS OF MARKETING, VISIT:
fastcompany.com/section/masters-of-marketing



...AND I'M
PAYING
TOO MUCH
FOR DIGITAL
ADVERTISING.

FINALLY
ZERO MARGIN MEDIA BUYS



STEELHOUSE.COM | 844-773-7171



Nolan speaks truth to power on her sports show, *Garbage Time*. "Being small has helped us," she says.





12

Katie NolanHOST, *GARBAGE TIME WITH KATIE NOLAN*

For shaking up sports

“Garbage time” is what happens in a blowout game when teams send in their second-string players. It’s also the name of former YouTube vlogger Katie Nolan’s weekly sports and pop-culture comedy show, which premiered in early 2015 and airs on cable channel Fox Sports 1. Though *Garbage Time With Katie Nolan* is shot in a closet-size New York studio, it’s gained outsize attention thanks to the outspoken Nolan, who’s the only woman to solo-host a national sports opinion show.

Garbage Time breaks the format of traditional sports programming. Instead of doing commentary or news, you’re asking NFL star Odell Beckham Jr. to do dramatic readings from *Mad Men* or ranking the staleness of hockey-stadium pretzels. How did you develop that approach? We are a new show, and some weeks it’s not as much about who we want [to book as a guest], but who we can get. Maybe it’s not LeBron James, but we’ll come up with a great idea that makes the guest pop instead of just interviewing them. Being small has helped us, because

we’re coming up with ideas that people will watch even if they’re not a die-hard fan of whatever player or team.

You gained some notoriety in October 2015 for condemning pro football player Greg Hardy, the NFL, and the media after Hardy’s suspension for domestic assault. Why did you decide to use your humor-based show to address violence and sexism in sports? After the Ray Rice assault, for months I watched women on sports television read the news story and then open the conversation up to a panel of men. I thought, I’d love for a woman to say something. I finally said, I don’t care what my role is. This is something important that needs to be said. I was like, I’m trying to write a comedy bit, but I’m so pissed off about this that I have to address it right now.

What should leagues be doing that they are not?

It seems like a smart business decision to make women feel comfortable. Not by saying, “Hey, look, we made our jerseys pink! We have free manicures on ladies’ day!” But by taking it seriously when a player punches a woman in the face—telling players that if you do that, you’re out of our league. There hasn’t been as much blowback [for speaking out about sexism and violence in sports] from people in the industry as I initially expected. There are people open to acknowledging that it’s been a boys’ club for a very long time.

—Erin Schulte

13

Mark Fields

PRESIDENT AND CEO, FORD

For steering Ford in a more adventurous direction

Though Ford generated a record \$11 billion profit in 2015—thanks in part to the new aluminum-frame F-150 pickup truck—Mark Fields, the company’s CEO of less than two years, is looking ahead to less-traditional transportation-related concepts, including high-tech electric bicycles and a variety of digital products. Like just about everyone else in the car industry, Fields is keen on developing autonomous vehicles, but “we want to make sure it’s true to our brand,” he says. Ford has been testing its fleet of driverless cars in California, Arizona, and even on snow-covered roads (an industry first) in parts of Michigan. “We want [autonomous vehicles] to be available to everyone, not just folks who can buy luxury cars,” says Fields. In March, he established the company’s experimental innovation program, Ford Smart Mobility, as its own business, with a focus on the kinds of products you won’t find on a dealership lot. So far, that includes FordPass, a service that will help drivers find parking spots and let them chat with a live travel guide; SYNC Connect, which lets owners start their vehicle and check the fuel level via a smartphone app; and GoDrive, a car-sharing pilot program launched last year in London. “My role is to understand trends in the outside world and what that means for our business,” Fields says. “I want us to be known as an auto company *and* a mobility company.”

14

Michael S. Smith II

COFOUNDER AND COO, KRONOS ADVISORY

For helping to hack the bad guys

Somewhere online, ISIS is plotting its next atrocity, and antiterrorism expert Michael S. Smith is helping facilitate the effort to figure out what exactly they’re talking about. In his spare time, the cofounder of intelligence firm Kronos Advisory—which provides research and analysis to the federal government—is acting as liaison between U.S. officials and the unpaid hacktivists who are trying to infiltrate terrorists’ various forms of digital communication. This new brand of “open-source intelligence,” where

anonymous members of collectives such as Ghost Security Group and Ctrl-Sec work indirectly on behalf of the government, is already having a genuine impact. Smith says that intelligence gathered as a result of the collaboration has helped prevent attacks abroad, including one plot that was foiled in Tunisia last year. “It’s about knowing the enemy,” says Smith. “You have to be thinking about how they are going to be taking their relatively limited set of resources and applying those to achieve very big results.”



15

Carlos Mario Rodriguez

DIRECTOR OF GLOBAL AGRONOMY, STARBUCKS

For keeping

Starbucks—

and farmers

everywhere—

full of beans



Last year, on Starbucks's R&D coffee farm in Costa Rica, Carlos Mario Rodriguez completed crossbreeding a set of hybrid, high-producing coffee plants that are rust-resistant. Unbeknownst to most coffee drinkers, the bean industry lay under a dark cloud in 2014, with crops throughout South America succumbing to coffee-leaf rust, a fungus that renders the plant unable to grow mature beans. But Rodriguez didn't only save the plants: He capitalized on the opportunity to improve the lives of coffee growers by giving away the superior seeds to both biodiversity organizations, including the Coffee Institute of Costa Rica, and select members of Starbucks's network of more than 1 million farmers and workers across seven countries and three continents to test how the plants respond to different environments. "We are not really looking at this as a business," says Rodriguez. "I enjoy supporting the farmers, and I'm happy to have solved the problem that they thought was impossible to solve."

17

Rachel Tipograph

FOUNDER AND CEO, MIKMAK

For making

infomercials

binge-worthy

Where some saw TV infomercials as a place for corny hosts and aging audiences, Rachel Tipograph saw a \$250 billion market—that simply didn't have any appeal for millennials, at least not yet. Drawing from her experiences as an SNL

intern and a social media director at Gap, Tipograph developed a shoppable mobile-video platform where improv comics deliver short product pitches. Since MikMak's 2015 launch, it has hosted ads from such brands as American

Express, GE, and Mondelez. Tipograph says the typical MikMak user watches up to 18 "mini-commercials" back-to-back, yielding a 4% to 11% sales-conversion rate (conventional infomercials average 1% to 2%). Everything is tailored for

impulse buying: Nothing costs more than \$100, and MikMak won't sell anything that requires a user to choose a size. "Our content is designed for someone who grew up on mobile," says Tipograph. "It's brief, it gets to the point, and it's fun."

16

Karin Strauss

RESEARCHER IN COMPUTER ARCHITECTURE, MICROSOFT RESEARCH

For storing data

on DNA

Demand for data storage is projected to hit 16 zettabytes in 2017, the equivalent of 4 trillion DVDs—which, if laid flat, would stretch around the Earth somewhere in the neighborhood of 12,000 times. Existing storage media (hard disks and magnetic tape) can't keep up. Karin Strauss and her colleagues at Microsoft Research are showing that DNA—yes, the organic material that encodes life's operating instructions—just might be the solution. In April, Strauss's group of computer scientists and molecular biologists unveiled an experimental DNA data-storage system that could serve as a model. They translated digital files from binary computer code (0s and 1s) into the "quaternary" code (A, T, C, G) of DNA and created a robust search function to retrieve files. Practical applications for the technology might include deep-storing video archives or recording genomic data, which requires tremendous amounts of memory. "Taking something from science fiction and putting it into reality is a thrilling task," Strauss says.

real watches **for** real people



Oris Big Crown ProPilot Calibre 111
In-house manual-winding movement
10 day power reserve from a single barrel
Patented non-linear power reserve indication
Genuine Louisiana crocodile strap
www.oris.ch

ORIS
Swiss Made Watches
Since  1904





Super Social Media Stars

For creating and curating the most clickable content on the Internet

18

Sarah Schaaf
COMMUNITY DIRECTOR, IMGUR

The Company

● Imgur, a seven-year-old image-hosting website (founded by Sarah Schaaf's brother, Alan), is one of the most-visited sites on the Internet, with 150 million monthly active users who post a trillion pictures and GIFs to the platform yearly—which are all organized and searchable for optimal sharing. It boasts 75 billion monthly views and native-ad deals with PlayStation, Old Spice, and Budweiser.

His/Her Role

● Schaaf is often described as the queen of the "Imgurians," as users call themselves, monitoring comments and enforcing community guidelines while "figuring out what is going to be the new joke or meme bubbling up," she says. After noticing that community members were eager to meet up in person, she organized Camp Imgur last August in Mendocino, California, for 500 Imgurians. Users send her comments and gifts. (She's received piles of bananas and tons of Silly Putty.)

Meme Claim to Fame

● Schaff leads Imgur's annual April Fools' Day pranks. Last year, she blindly matched users' photos to other users' captions, resulting in 55,272 terrible but occasionally hilarious posts. One involved an image of Severus Snape from *Harry Potter* describing his incontinence problems.

Latest Innovations

● In 2015, Imgur launched a mobile app, making it even easier for users to browse, comment, favorite, and upvote images.

19 | 20

Alex Chung and Adam Leibsohn
CEO AND COO, GIPHY

● Giphy is a three-year-old search engine for GIFs that also lets users create and upload their own; half a trillion have been posted to the site. "GIFs are so much more effective at communicating than words," Adam Leibsohn says. "They are faster and translate universally." In 2015, Giphy had 95 million unique monthly visitors, quadruple the previous year's number.

● Alex Chung runs the tech and product branches, helping users and brands create, find, and share GIFs quickly and easily. Leibsohn runs the media and business sides, building platform partnerships with the likes of Slack and Facebook and content-partnership relationships with thousands of TV networks, film studios, music labels, political campaigns, and celebrities. (He oversees a team of staffers who live-GIF big cultural moments like the Super Bowl.)

● Giphy live-GIFed the 2016 Academy Awards and captured a clip of Leonardo DiCaprio's face as he heard his name read as the Best Actor winner; it went viral immediately. Another that spread quickly was Nicki Minaj calling out Miley Cyrus at the MTV Music Awards saying, "Miley, what's good?"

● The company's new mobile app, GIPHY Cam, lets users easily scroll through the Internet's largest library of GIFs on their phone and also create their own. The service was voted one of Apple's top 25 apps of 2015.

21

Nick Bell
VP OF CONTENT, SNAPCHAT

● Sixty percent of 13- to 34-year-old smartphone users are on the ephemeral-video-sharing platform, with snaps viewed more than 8 billion times a day. In 2014, Snapchat launched Live Stories, curating snaps for the site's 100 million daily users. The year-old Discover platform has partnered with 20 news and entertainment outlets to create customized content for the app.

● Nick Bell sets the editorial agenda, overseeing Live and Discover. "We have cameras at some of the most interesting places and events in the world—all sharing their perspectives with our team and, in turn, the whole Snapchat community," he says. "We wanted to take the best of traditional journalism and translate it to mobile." He's been careful to only bring on Discover partners who understand Snapchat's storytelling aesthetic; publishers, meanwhile, compete for the chance to be seen by Snapchat's audience.

● Bell's team curated a live stream of snaps from the Muslim pilgrimage to Mecca last summer, with millions of users sharing what they were seeing. It was a fresh way to cover a rite followed around the world. More than a million people also tuned in to a five-minute-long Live Story about prayers in the sacred city.

● In a Live Story during the San Bernardino, California, shooting, curators selected snaps from users nearby and overlaid text to explain what was happening. This instantly transformed Snapchat into a source of developing news, inspiring a broader news strategy.



22

Anna Young
COFOUNDER, MAKERNURSE

For enabling nurses to create their own solutions

"Nurses have an innate understanding of both the clinical problems patients face and what's hindering that person right now," says Anna Young, who cofounded the not-for-profit MakerNurse to help frontline caregivers devise their own ways to improve medicine. After soliciting and publishing ideas for new devices and caregiving techniques from nearly 1,000 nurses across the country over the past three years, she's now establishing stand-alone "maker spaces"—filled with supplies such as pliers, 3-D printers, laser cutters, and medical prototyping equipment—within hospitals themselves. The first opened last September in John Sealy Hospital in Galveston, Texas, and another is opening this year at South Shore Hospital, in Weymouth, Massachusetts. Here are three of MakerNurse's most innovative fixes.



1. After being trained by MakerNurse staff in how to create 3-D computer models, a Galveston nurse devised a system of PVC piping and medical-grade showerheads that allows hospital staff to irrigate chemical-burn victims' wounds without having to stand over their beds for hours, freeing them up to see other patients.

2. A nurse with the Driscoll Children's Hospital in Corpus Christi, Texas, used four kinds of bandages to

create a dressing for the wounds of babies born with abdominal wall defects. It saved the hospital \$250,000 in its first year of use.

3. A home-care nurse at South Shore created a case for TV remotes that shields all but the essential buttons, giving patients with hand tremors more control. "It's not a medical device, but it can dramatically improve someone's quality of life," Young says.

23 | 24

Félix Lajeunesse and Paul Raphaël

COFOUNDERS, FELIX & PAUL STUDIOS

For treating virtual reality as an art form

Virtual-reality technology is impressive, but it will never catch on without content that people actually want to watch. That's why companies such as Oculus are so excited about VR filmmakers Félix Lajeunesse and Paul Raphaël, who directed some of the young medium's most acclaimed projects, including a five-part LeBron James series, *Striving for Greatness*, and *Jurassic World: Apatosaurus*, a tie-in to last summer's blockbuster movie (both are available for Oculus Rift and Samsung's VR headset). The Montreal-based duo, who have created their own 3-D, stereoscopic 360-degree camera and audio-recording technology, signed a deal with the Facebook-owned Oculus last July to make what Lajeunesse describes as "high-end, cinematic" films. "Obviously, that was great for our studio," he says, "but it was also a great way to amplify our message that VR is a serious medium and art form. It's something to dive in and explore right away."

25

Kakul Srivastava
VP OF PRODUCT MANAGEMENT AND MARKETING, GITHUB

For seeing the people behind the code

Kakul Srivastava has worked for a photo-sharing service (Flickr), a multiplayer-game developer (Tiny Speck, which evolved into Slack), and a coworking juggernaut (WeWork). So when she signed on as product chief at code-sharing platform

GitHub in August 2015, it was only natural that she saw the challenges ahead as being as much about community as it is about coding. "I think a lot about people," she says, and "GitHub is about people." Historically, users of the site

have been engineers working together on open-source projects, but Srivastava is rethinking its capabilities for the masses, in an era when everyone from farmers to animators is learning to program. Already, she's helped introduce such

approachable features as word-processor-style editing tools and easier ways for members to help others improve their code. "I believe that technical education is the GI Bill of our time," Srivastava says. "It is the path to equality."



It takes just as much ingenuity to go to Mars as it does to make this popcorn.

Timing, precision, consistency—you expect to focus on these things when you're building a rocket, but they're just as important if you're trying to produce 30,000 perfect bags of kettle corn. That's why Siemens software is rapidly delivering innovation to every phase of manufacturing, from design through production. Ingenuity is helping create better, more efficient, more cost-effective products.

usa.siemens.com/ingenuityforlife



26

Yasmin Belo-Osagie

COFOUNDER, SHE LEADS AFRICA

For developing female entrepreneurs across Africa

The value of private-equity funds invested in Africa grew by 126% from 2014 to 2015, to \$4.3 billion. But as Yasmin Belo-Osagie, a former McKinsey consultant raised in Nigeria, surveyed entrepreneurial opportunities for African women, she saw an overwhelming emphasis on thinking small: microfinance, microbusinesses, microprogress. “I know smart, dynamic women who want to start medium and even large businesses, who want to end up in senior leadership,” she says. She Leads Africa, which Belo-Osagie cofounded in 2014, has helped nurture hundreds of aspiring entrepreneurs, with support from Intel, GTBank, Huawei, and Etisalat. Its most recent pitch competition drew more than 1,000 applications from 37 countries. Last fall, Belo-Osagie took five entrepreneurs to China to meet with female VCs and large-business founders. She recently launched an accelerator program with Oxfam and VC4Africa and will host her professional boot camp, the SheHive, in six cities including Johannesburg and Lagos, Nigeria. In many African countries, sexism “is so blatant,” Belo-Osagie says. “People will say to your face: ‘Of course women can’t run big businesses.’” Her goal is to prove them wrong.

27

Baba Ramdev

COFOUNDER, PATANJALI AYURVED

For disrupting India’s \$49 billion consumer packaged goods market

Yoga guru Baba Ramdev—the force behind a 10-year-old consumer brand called Patanjali Ayurved, which makes everything from spices to soap to cosmetics—has found a killer new pose. The company expanded its product line this past year and is challenging global firms like Procter & Gamble and Unilever. (Its new whole wheat noodles, for example, are giving Nestlé’s Maggi brand—the market leader for three decades—a run for its money.) Named after an ancient yoga saint, Patanjali touts natural ingredients and is

priced at 30% to 75% below its rivals. “People trust me and know that I will never sell standard products,” says Ramdev, who is the face of the brand (cofounder Acharya Balkrishna is the majority owner). Annual sales grew 150% in 2015 to \$750 million, despite Ramdev’s insistence on minimal marketing. The brand is so popular that it commands unheard-of advance payment from retailers and premium store displays. Now Ramdev plans to take Patanjali global, a first for an Indian consumer brand.

28

Martin Lotti

VICE PRESIDENT, GLOBAL CATEGORY CREATIVE DIRECTOR, NIKE

For stretching Nike in new directions

In 2015, 18-year Nike veteran Martin Lotti introduced the company’s first-ever line of soccer cleats (or boots) made especially for women and created the sleek uniforms that the winning U.S. women’s soccer team wore at the 2015 FIFA Women’s World Cup. He also took the technology behind Nike’s most unconventional line of boots and modified it for apparel, so that instead of using lasers to perforate fabric, Nike knits breathable panels from scratch. And using a new, textured yarn, Lotti helped develop a more aerodynamic fabric that U.S. athletes will wear at the 2016 Summer Olympics in Brazil.

Last year, you went from overseeing one sport—soccer—to several: running, basketball, baseball, tennis, and more. How does that affect your creative approach? The starting point is the same: the voice of the athletes. We look at the problems they identify, and we solve them. People may think we just use athletes for advertising, but they’re even more important for their insights.

What led to the high-top soccer cleats you developed for men, and then for the U.S. women’s team? The top is essentially a sock. The athletes were telling us they didn’t want to feel [the] boots, almost as if they’re playing barefoot, like kids. So we used Flyknit [Nike’s precision knitting technology] to make a boot that fits like a sock—a sock with studs.

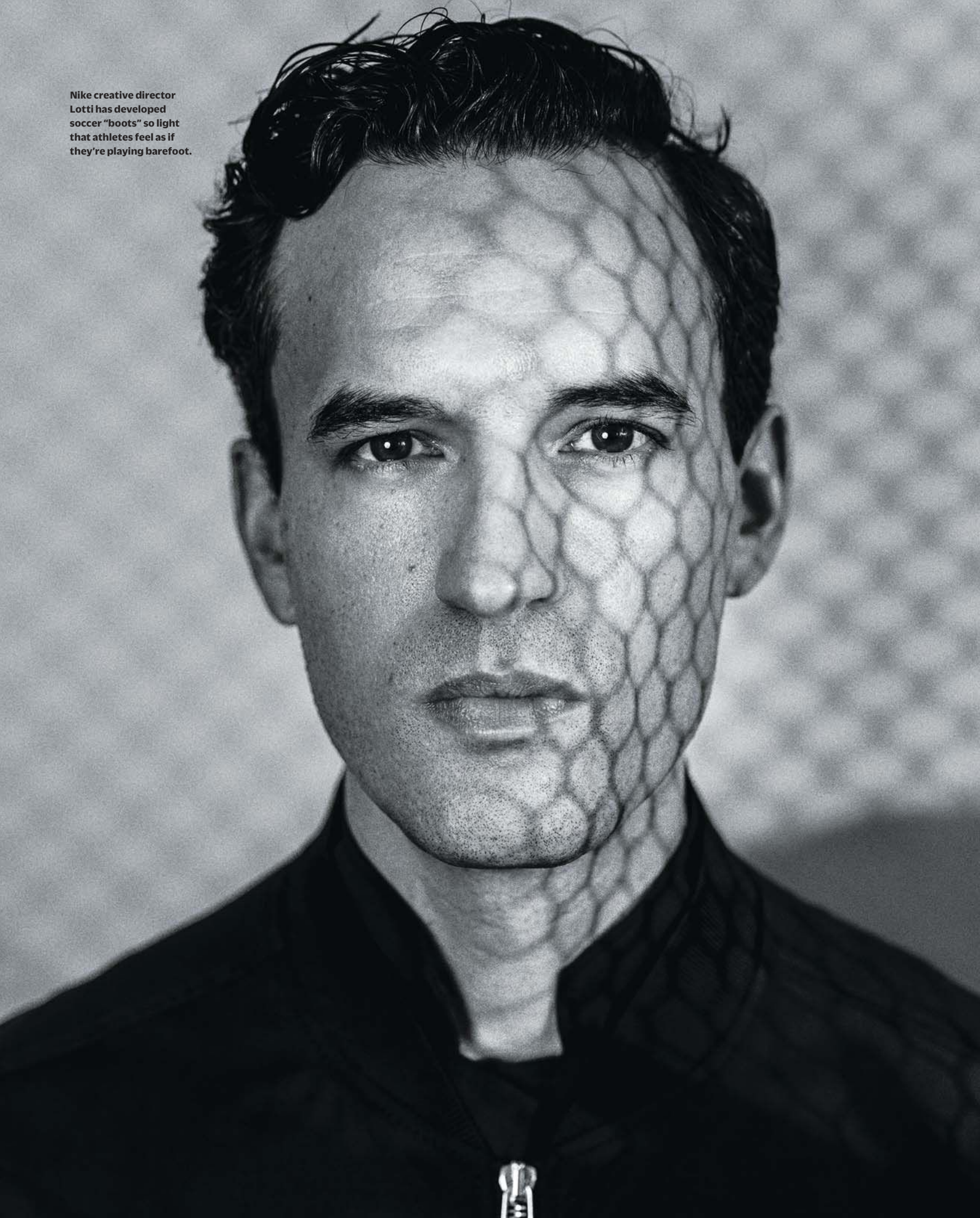
How do you make team uniforms distinctive?

In global events like the World Cup, the uniform is like a country’s flag. But we find ways to infuse soulful details. For the U.S. women, on the inside of the jersey, we put an inscription: WE CAN · WE WILL · WE ARE. It’s on the back of the crest, over the heart, just for the players. Are we going to sell more jerseys because of it? No. But it’s important for athletes to have an emotional connection to their garments. For a designer, that’s higher ground.

What’s the key to inspiring creativity?

I take my team to explore different worlds. If you design footwear, we won’t look at footwear. At one point, we looked at a golf ball and asked, “Why does it have dimples?” That led to the new AeroBlades technology at the Olympics. You’d think a smooth garment would be faster. But a textured dimension, like the ball’s dimples, creates turbulence that cuts through the air and makes you faster. —Chuck Salter

Nike creative director
Lotti has developed
soccer "boots" so light
that athletes feel as if
they're playing barefoot.





29 | 30 | 31

**Will Ruben,
Laura Javier, and
Jasmine Probst**

CREATORS, FACEBOOK'S
MOMENTS APP

For seizing the moments

Organizing your photos is a pain, and most people just dump pictures into a folder and forget about them. Facebook's Moments app, which launched last June, offers a better way to store images and privately send them to friends and family. "How could we take the work out of sharing photos?" says product manager Will Ruben, who created Moments with product designer Laura Javier, content strategist Jasmine Probst, and UX researcher Hannah Pileggi. "We had to remove as much friction as possible." Moments automatically indexes all of the pictures on your phone, using metadata and facial-recognition technology to create categories for specific events, places, and people. It also allows you to distribute images privately to a select group of Facebook users rather than posting them on your feed for everyone to see—and, perhaps, be annoyed by. Usership is growing, with 100 million photos indexed in the month of February alone.



32

Mary Powell

PRESIDENT AND CEO, GREEN
MOUNTAIN POWER

For getting us off the grid

As CEO of Vermont's Green Mountain Power, a private utility company that serves about 265,000 homes and businesses (or roughly 75% of the state), Mary Powell is working to create a radically different—and far more efficient—energy system based on locally produced wind and solar power, which means less reliance on the grid. Last year, GMP was the first utility in the country to offer customers Tesla's new Powerwall home-battery system, which stores electricity from solar panels or other alternative sources, and it encouraged its users to subscribe to a pilot program with Yeloha, an Airbnb-like electricity-sharing service that allows people without rooftop solar panels to draw energy from those who do have them. Yes, Powell advocates for energy-efficient equipment even if it means lower bills for her customers. "We're helping [them] defect off our system," she says, "but at the same time we're reducing the overall cost of operating the system." The utility companies of the future, she believes, will be "general contractors" for home energy equipment.

33

Abby Falik

FOUNDER AND CEO, GLOBAL
CITIZEN YEAR

For channeling teenage wanderlust toward social good

Abby Falik wants to give college-bound students a passport and a sense of purpose. There's just one problem: Our college admissions system sends the opposite message. "The current setup incentivizes perfection at the expense of risk taking," she says, leading to intense competition and

anxiety: Students at elite high schools today experience high levels of "chronic stress," according to research published last year. Falik is on a mission to dismantle that system. Her not-for-profit social venture, Global Citizen Year, sends high school graduates to developing countries for a year of

cultural immersion and apprenticeship before college, and the idea is gaining momentum. Since its first class of "fellows" enrolled, in 2010, Global Citizen Year has placed 450 students (who pay on a sliding scale) with host families in Brazil, Ecuador, India, and Senegal. According to the

organization, 91% of fellows who reapplied to college during this "bridge year" have been admitted to more selective or better-fitting schools. Now universities are getting on board. Tufts encourages admitted students to apply, and students at the New School get academic credit for the program.

Running a business isn't simple.

But choosing a wireless plan is.

Introducing the Verizon Plan for Business.

One plan. Five sizes.

Simply pick the right one for your business and switch it up anytime you like.

Share your data across up to 25 devices, all with unlimited talk and text.

And you can even pay for your devices up front or monthly. Getting on the best network has never been easier.

Better matters.

verizon✓



Activation/upgrade fee/line: Up to \$40. IMPORTANT CONSUMER INFORMATION: Corporate Subscribers Only. Subject to Major Acct Agmt, Calling Plan, & credit approval. Up to \$350 early termination fee/line. Offers & coverage, varying by svc, not available everywhere; see vzw.com. Restocking fee may apply. © 2016 Verizon.

In collaboration with
NOKIA

1.800.VZW.4BIZ | vzw.com/businesspricing





34

Katrine Bosley

CEO, EDITAS MEDICINE

**For moving
at breakthrough
speed**

There's no cure for Leber congenital amaurosis (LCA), a retinal disease that results in severe vision loss at a young age. Its cause is well understood, though: a genetic mutation. If you could find a way to cut out that gene and replace it with a "clean" version, you could cure it. You might also be able to apply the same method to thousands of other diseases caused by gene mutations.

Five years ago, this was a medical pipe dream. But if Katrine Bosley, CEO of Cambridge, Massachusetts, biotech company Editas Medicine, pulls off her ambitious plans, it could be real as soon as next year. After a successful IPO raised \$94 million in February—on top of \$163 million in earlier funding from Bill Gates, Google Ventures, and others—Editas is the richest of a small group of startups vying to be first to market with therapies that use a groundbreaking gene-editing technology called CRISPR. In addition to leading the funding race, Bosley is also likely to be first to begin clinical trials; she's planning to test a therapy for LCA on humans in 2017 (none of her competitors have set a deadline for similar testing). As drug-development timelines go, it's wildly aggressive—CRISPR's gene-editing potential was only discovered in 2012.

But Bosley is convinced she has to move quickly. If the LCA treatment works, it could herald one of history's biggest medical breakthroughs. "The science captures the imagination even if you don't understand it," she says. "It sounds like science fiction, except now we see data showing it's on the brink of becoming reality."

Conceptually, CRISPR (or CRISPR-Cas9) is simple: Think of it as minuscule scissors with an automated guidance system. Scientists program a strand of RNA to find a specific section of DNA, then attach the RNA to an enzyme called Cas-9 that cuts the DNA. The cell's natural repair mechanisms fill in the gap with a normal gene. CRISPR has revolutionized the lab, where it's widely used to edit the DNA of microbes, plants, and animals.

Right now, nobody knows how best to apply CRISPR to humans. Bosley believes that focusing initially on LCA, a disease of the eye (a small and easily accessible organ), could offer the best chance of success. LCA is rare, but a successful treatment would give Editas—founded in 2013 by scientists from MIT, the University of California, Berkeley, and Harvard Medical School—the proof of concept needed to move forward with more challenging treatments for disorders such as cystic fibrosis.

There's another reason Bosley is in such a hurry. CRISPR is now at the center of a major patent dispute, which could

cost Editas access to a dozen patents that it currently has exclusive use of. In March, the U.S. Patent and Trademark Office began a proceeding to reexamine its 2014 decision giving a key CRISPR patent to scientists from the Harvard and MIT-affiliated Broad Institute rather than a group from UC Berkeley. At issue is who invented the use of CRISPR in the cells of higher animals, including humans.

Editas has licensed certain rights to use CRISPR for developing and commercializing specific drugs from the Broad Institute team, and one of its lead scientists, Feng Zhang, is an Editas cofounder. Meanwhile, the company's main competitors, Intellia and CRISPR Therapeutics, rely on licenses tied to the Berkeley group. Further complicating the situation, Jennifer Doudna, head of the Berkeley team, was also an Editas cofounder, but left in 2014 for undisclosed reasons.

If the Berkeley group ends up controlling the patents, then Editas's license would no longer be relevant, and the company would have to negotiate a new deal to use the technology. Unless the parties reach an agreement to share rights, the case and appeals could drag on for years.

It's a tricky position for a CEO—pushing her company to innovate while simultaneously navigating media scrutiny and potential fallout from the legal battle. "It takes a special individual to manage around this situation," says Kevin Bitterman, a partner in the Boston VC firm Polaris who served as Editas's interim CEO before hiring Bosley as his replacement in June 2014. "Katrine is a problem solver at heart. She also has the rare quality of being able to toggle between macro issues—what this means for medicine, the ethical implications—and the details. Many CEOs are good at one or the other. It's rare to have a grasp on both."

Bosley, a 25-year biotech vet who previously ran cancer-drug developer Avila Therapeutics, is working to ensure that Editas's efforts won't be entirely reliant on the contested patents. She says she has gathered an arsenal of strategic licenses, academic advisers, and in-house scientists that should keep Editas competitive regardless of how the Patent Office eventually rules. And in many respects, she says, the competition is motivating. "We all push each other, and that makes the science move more quickly. Everyone has people in their lives who suffer from diseases without a cure. I've had a couple of moments in my career where I was shaking, because it was so overwhelming to see a drug working far better than we'd imagined. I want to have as many of those moments as possible." —Adam Bluestein

It's a tricky position for a CEO—pushing her company to innovate while simultaneously navigating media scrutiny and potential fallout from the legal battle.



35

Sara Wallander

BEAUTY CONCEPT
DESIGNER, H&M

For putting a new face on H&M

Sara Wallander and her team had just three years to develop more than 1,000 sophisticated but affordable products for H&M's first comprehensive collection of cosmetics, an unusually compressed time frame for such an ambitious assortment of makeup, body, and hair products. "Our suppliers thought we were joking," Wallander recalls. But the longtime H&M executive ended up making her deadline, and she launched the products last fall to glowing reviews. In March, Wallander's next project arrived in stores: the environmentally friendly Conscious Beauty collection, which features organic skin-care products that are free of both toxic chemicals and animal-derived ingredients. Pulling off the line's specialty ingredients and recyclable packaging was quite a challenge, especially when it had to be done in a way that allowed everything to be sold at an H&M-friendly price point. "It was a lot of decision making," says Wallander. Now customers are able to purchase, say, hand washes that resemble \$50 products made by high-end companies such as Byredo. The H&M price tag? Eight bucks.



and receive messages in a way that feels natural. Snow first realized that deaf people relied on Glide when she started posting YouTube videos to update users on new developments at the company and deaf users asked her to add closed captions. She began to think about how to make digital communication more inclusive.

The Execution: Glide has added new features to the app, like the ability to disable a function that degrades video quality (making signs hard to see) if the user has a weak Internet connection. Last year, Snow launched a social media campaign, #WithCaptions, in which she asked all YouTube creators to caption their videos.

The Result: The campaign has been viewed more than a million times on Facebook, and in March, Snow led a South by Southwest panel about working with and for the deaf community. "Ten percent of the United States is deaf or hard of hearing, but it's a community that's been ignored," says Snow. She estimates that Glide now has hundreds of thousands of deaf users. "They feel like Glide was developed just for them, and that's really special."

36

Sarah Snow

COMMUNITY
MANAGER, GLIDE

For hearing the deaf community

The Problem: For someone whose first language is ASL, texting feels foreign. Deaf people tend to prefer services like Skype or FaceTime, but they require people to be tuned in at the same time.

The Epiphany: Sarah Snow is community manager of the four-year-old Israel-based "video texting" app Glide, which has been installed on over 20 million devices. For most of its users, Glide's appeal is in the way it records and saves videos to the cloud, which allows messages to be streamed in real time. (It also supports longer messages: A Glide video can be up to five minutes long; Snapchat's are limited to 10 seconds.) But for the deaf community, Glide represented a chance to send

37

Kathleen Kennedy

PRESIDENT, LUCASFILM

For restoring the Force to Star Wars

Last year's *Star Wars*: *The Force Awakens* represented longtime film executive Kathleen Kennedy's first project since taking the helm of Disney-owned Lucasfilm after George Lucas retired in 2012. But Kennedy

isn't just the caretaker of Lucas's legacy: She's an on-the-ground producer who handpicked director J.J. Abrams, pressed for the inclusion of a diverse cast and crew, and guided everything from script development to

global marketing. The result: more than \$2 billion in box-office revenue in just the first 53 days of the well-reviewed blockbuster's release. "In a sense I'm playing a bifurcated role, protecting a legacy and working with

Disney to grow a business," Kennedy says. Now she is overseeing two additional *Star Wars* movies, a spin-off film called *Rogue One*, and another *Indiana Jones* movie, which is due in 2019.

Helping a domestic airline fly internationally.

Collaborating with the company, PwC applied diverse thinking from workforce strategies to tech solutions to help an expanding airline reach new heights and get the extraordinary done.

See how at pwc.com/extraordinary

***The right people to get
the extraordinary done.***



©2016 PwC. All rights reserved. PwC refers to the US member firm or one of its subsidiaries or affiliates, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details. This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors. This engagement was for a non-audit client.



38

Dylan Field

COFOUNDER AND CEO, FIGMA

For redrawing digital design

Last December, software developer Dylan Field released Figma, a browser-based collaborative-design tool intended to improve on Adobe's industry-dominating Photoshop. With Field's technically impressive platform, multiple users can edit the same graphic and track their workflow in a single web-based platform—something no other professional design software had attempted. Field says that before he launched he decided to limit the number of new customers to ensure that Figma's servers could keep up. After the developer suggested on Twitter that he'd let people skip the waiting list if they asked permission in an inventive way, he received requests spelled out in kitchen-magnet letters, GIFs, and cat photos. "When you tell designers to be creative," he says, "they really follow through."

39

Alex Wolf

FOUNDER, BOSS BABE

For leading a millennial girl gang

When Alex Wolf posted "Haters are a good thing" on Instagram in late 2014, asserting that she was the boss of her life, no matter what critics say, it went viral overnight... and then it just kept going. "By the seventh day, I was like, Oh, I'm onto something here," she says. At the time, she ran a one-woman social media consultancy but felt she wasn't taken seriously on account of her youth and lack of a college degree. The quote had hit a nerve with female millennial entrepreneurs determined to gain financial independence without adhering to the traditional path of college to cubicle. "We're not ignoring this pink elephant in the room that the traditional higher-education system is painfully outdated and misaligned with a lot of

what most millennials want in their lives," she says. For \$10 a month, Boss Babe offers young people curated career advice, tips for starting and growing a business, contacts, and moral support, plus lessons about personal branding written by Wolf herself. Since its launch in December 2014, she says her subscribers have grown 30% month over month, while the #bossbabe hashtag, stamped beneath quotes like "I close deals in heels" and "Build an empire and chill?", has been used more than 800,000 times on Instagram. To help manage her 250,000 online followers, Wolf has hired a team of eight staffers. In April, she launched Project Think to consult brands on how to speak "millennial" without sounding like an outsider.

40

Chance the Rapper

MUSICIAN

For generating music that's priceless

Rising hip-hop star Chance the Rapper (aka Chancelor Bennett) has a unique voice, three acclaimed releases, and a fast-growing fan base. One thing he doesn't have? A record deal. Though any label would love to sign him, the Chicago-based musician has always given his music away, including his most recent project, the 2015 album *Surf*, a wide-ranging collaborative effort released under the name Donnie Trumpet & the Social Experiment.

Does not charging money for your music let you do things that you might not be able to do if you had to worry about selling records?

Absolutely. Me being independent is about me being, you know, independent. It's about me being free to do whatever I want and create in an open space without walls or deadlines. There are a lot of people who feel like they have artistic freedom in their [record] deals, but for me, the best way to [distribute] my product is the way I've been doing it so far.

In addition to making money from touring, you sell merchandise such as Styrofoam cups and socks. Is that about giving people a tangible way to connect? That's 100% what it is. A big part of music is being able to really show your fandom and have it in places other than just in your ears. I like to do things that are unconventional. I think the Styrofoam cup thing is really funny.

A lot of people are now buying vinyl records because they want a souvenir of the music they love. I've thought about pressing vinyl, but I can't figure out how to distribute it without selling it.

Your career path probably wouldn't have been possible a decade ago. Do you think you're opening doors for new artists? Yeah. I mean, I wouldn't want to say that I am the person who opened up the door for free music, because music has been in existence long before there was an industry for it. But it does give the artist much more independence and a better footing in the world. Technology just naturally moves faster than business, and music and thought and ideas move faster than technology. We're in a position to be two steps ahead.
—Dan Solomon

Chance the Rapper has built a career—and a devoted fan base—without ever charging a cent for his music.





41

Jennifer Bandier
FOUNDER, BANDIER

**For turning
leggings into art**

When former music executive Jennifer Bandier opened her first retail store in the Hamptons, in 2014, she filled the space with colorful activewear, handpicked from little-known brands, that was stylish enough to wear outside of the gym. She sold more than 9,000 items that first summer, and by the end of 2015, there were five Bandier locations around the country. The most recent outpost, a flagship Fifth Avenue location she opened in January, is just like that first store—only bigger. In addition to color-blocked knit leggings and fitted training jackets, the 8,600-square-foot space offers meditation zones, a juice bar, and group fitness classes. Locations in Los Angeles and Miami will open this year, and unique collaborations—in the vein of a clothing line featuring artwork created by street artists that Bandier released in December—are on the way. Every aspect of the brand, Bandier says, is shaped by her view of herself as the customer. “Maybe I don’t have the technical experience of running a merchandising department at Bloomingdale’s,” she says, “but I know what to wear to make myself exercise.”



42

Dani Rylan
FOUNDER AND
COMMISSIONER, NATIONAL
WOMEN’S HOCKEY LEAGUE

**For giving
women a shot**

While looking for investors to back her idea for a women’s pro ice hockey league in early 2015, Dani Rylan kept her pitch simple: Top-tier female college players are the best women in the world at what they do, and they have nowhere to play once they graduate. Within a few months, Rylan—a former forward for the Northeastern Huskies—had locked in enough funding to form the four-team National Women’s Hockey League, which kicked off its inaugural season last October. The Olympic-caliber players, who come from around the world to compete on teams such as the New York Riveters and the Boston Pride, are paid an average of \$15,000 per season. Though the venues are small (typical attendance was about 1,000 people a game), demand for merchandise has exceeded expectations—a sign that fans are embracing the concept. “Our number-one goal this year was awareness. And people are aware,” says Rylan, who is now focused on expanding the league’s sponsors. “This isn’t just a novelty. We want to be around for the long haul.”

43

Jill Szuchmacher
DIRECTOR, GOOGLE FIBER
EXPANSION

**For prioritizing
those who need
Google Fiber most**

Internet mavens salivate at the prospect of accessing Google Fiber’s mind-bendingly fast gigabit broadband service, which is currently available in just four cities (with seven more on the way). It’s up to 80 times speedier than typical cable modems. But Google

business development vet Jill Szuchmacher is spearheading a rollout that’s thoughtful rather than hasty. “We want to make sure we do things the right way,” she says. “Enthusiasm from cities and demand from customers is only part of the puzzle.” She’s collabo-

rating closely with municipalities (the service requires extensive regulatory maneuvering and expensive fiber-optic infrastructure) and implementing an ambitious plan to help bridge the digital divide. In February, the company wired a low-

income apartment complex in Kansas City, Missouri, with free Fiber and is working on similar initiatives across the rest of its markets. Last fall, it announced a partnership with local officials in hopes of making Fiber available to residents in L.A. and Chicago.

HEALTHIER

ISN'T JUST A FEELING

FOR US, IT'S A

MISSION



OPTUM

People. Technology. Data. Action.

HEALTHIER IS HERE

At Optum, Healthier goes way beyond a feeling. Quite simply, it's our passion and our purpose. As a health services and innovation company, we power modern health care by combining data and analytics with technology and expertise. Our insights quickly lead to better outcomes for hospitals, doctors, pharmacies, health plans, governments, employers and the millions of lives they touch. Which, come to think of it, is a pretty good feeling as well.

optum.com/healthier

Salbi, whose show has been seen in much of the Middle East, hopes to "create a safe space" for open dialogue.





44

Zainab SalbiHOST, *THE NIDA'A SHOW***For being a voice of change**

When Iraq-born activist Zainab Salbi launched her TV talk show last fall with TLC Arabia, she had a specific goal: to foster frank conversations about topics not often discussed openly in the Middle East, including transgender issues and child brides. Titled *The Nida'a Show* ("The Calling"), the program's first season was available in 4 million households in 22 countries throughout the Middle East and North Africa and featured Salbi's interviews with regional tastemakers and international celebrities (such as Bill Clinton and Oprah Winfrey). "Unless the region starts to reflect on its own behavior, we can't deal with ISIS, human rights, or other problems," says Salbi, who founded the not-for-profit Women for Women International in 1993 to help victims of war. "We need to create a safe space for this."

Why create *Nida'a*?

The idea began with the Arab Spring, which I watched with excitement. The culture is struggling right now; 60% of the population is under 30, and I am doing this to help them push against the

boxes that the culture has put them in. When I was growing up in Iraq, the idea of expressing yourself was unthinkable. It's still a struggle, but far more people are talking about breaking these cultural barriers. What people say about the Arab Spring is that we have crossed the line of fear. We are not willing to go back.

Do you consider the show to be political?

There are frontline discussions [in the Middle East that address] the dominant political system, but no one pays attention to the back-line discussions: what people are facing on the day-to-day level, whether it's garbage collection in Beirut or having sex and children out of wedlock. People talk about ISIS in political terms, but not the emotional trials and choices that ISIS forces on people. They don't talk about the issues from the heart.

The show airs in some countries that have poor human-rights records. Have you had to find creative ways to approach certain topics?

I present the issues in a way that's palatable to the region. [When doing stories about] Saudi Arabian women, for example, I featured a woman who climbed Mount Everest and one who started a popular fashion line. These are stories of triumphs, which is my way of trying to show the possibilities. And then I go little by little into the issues. I don't approach as an activist. My agenda is to push softly. —Amy Farley

45|46

Abby Schneiderman and Adam Seifer

COFOUNDERS AND CO-CEOS, EVERPLANS

For helping us make arrangements

The Problem: When we die, we often leave grieving loved ones to deal with our disorganized affairs.

The Epiphany: Entrepreneur Abby Schneiderman was using various websites to help plan her wedding in 2010 and looked for a corollary for life's final event. "There was nothing," she recalls. The void hit home when her brother was killed by a drunk driver during Everplans's early days, leaving his family to track down all of his personal information.

The Execution: Everplans launched as an end-of-life-related content site in 2012. A year later, Schneiderman and cofounder Adam Seifer expanded to a consumer platform where users could build a digital vault (for wills, bank-account info,

medical directives, heirloom recipes, and more) that a partner or lawyer could access. Last year, they launched Everplans Professional, a cobranded opportunity for financial advisers, insurance agents, and estate attorneys to offer Everplans's services to their clients.

The Result: In 2015, more than 2 million people sought advice from Everplans's 2,500-plus articles. More than 15,000 subscribers have gotten their affairs in order through the site, and over 100 professionals have come aboard. Now the company is partnering with HR departments and financial-services companies. "Preparation is a heroic gift people can give their families," says Schneiderman. "Our mission is to do the heavy lifting for them."

47

Chris Young

GENERAL MANAGER, INTEL SECURITY

For expanding Intel's arsenal

Hackers are constantly evolving; cybersecurity businesses need to do the same. Since he came aboard in 2014, Intel's Chris Young has been making over the company's security division, formerly known as McAfee. He scrapped seven older product lines and is now focused on cloud-based tools and systems that can integrate with software made by other companies, so that clients can use Intel products as the home base for their security needs but still tap other tools as necessary. "Attackers have no rules to follow and can change their methodology at the drop of a hat," says Young. "No individual company is keeping up. Our goal is to be our customer's number-one security partner, to help them get value out of their entire security architecture, even if all the different products don't necessarily come from us."



48

Mary Roach
AUTHOR

**For finding
innovation on the
front lines**

Mary Roach's latest book, *Grunt: The Curious Science of Humans at War*, out June 7, addresses a seemingly simple question: How can we better protect fragile human bodies in combat? The answers she unearths turn out to be ingenious, peculiar, and heartbreakingly necessary. While researching the book, Roach spent time with technologists and chemical engineers who are devising water- and flame-resistant uniforms that can nevertheless keep people cool in 110-degree weather, physicians tasked with preventing Navy SEALs from developing diarrhea during high-pressure missions, and a military contractor who employs amputee actors and fake blood to create combat simulations authentic enough to prepare soldiers for the all-too-real trauma of treating a fallen comrade. "I wanted to

spotlight elements of the military that not many people are aware of," says Roach, whose books have examined the physiology of sex (*Bonk*), death (*Stiff*), and digestion (*Gulp*). In *Grunt*, she uses her talent for meticulously decon-

structing bodily functions to view the military at its most basic, human level. "War is awful," she says. "It's death. It's killing. And sometimes it's necessary. But there's also all kinds of nuanced stuff that goes on behind the scenes."



49

Wendy Davis
FOUNDER, DEEDS NOT WORDS

**For continuing to
stand up for
gender equality**

Former Texas state senator Wendy Davis, whose pink sneakers and tenacity during her 11-hour filibuster against a controversial abortion bill in 2013 made her famous, has spent the past three years speaking to young women across the country. "I'm met with the same question over and over," she says. "What do we do?" I see in them this incredible desire to make change and a hunger to be connected to a way to do that." Now she has one. Networking hub Deeds Not Words, which launches in May, will connect millennials with opportunities at organizations (such as End Rape on Campus) that address issues, including reproductive justice, sexual-assault protections, and affordable child care. Davis will also travel to college campuses around the country creating Deeds Not Words chapters that will provide students with mentorship and guidance. Her goal is to create 10 college chapters in the first year. "Any time a young person is engaged, it excites me to no end," she says.

50

Quincy Jones III
FOUNDER, WEMASH

**For fostering
harmony between
mashup artists and
copyright holders**

Quincy Jones III has been repurposing copyrighted material since the early 1980s, when he used old soul records to make beats as a hip-hop producer. In February, he created a new way to involve content owners in the process. WeMash, a video platform

currently in private beta, offers artists access to thousands of hours of footage—from films, TV shows, and Jones's personal library of exclusive interviews with musicians including Tupac and Lil Wayne—all for free. In return for licensing their

copyrighted material to the site, content owners (including Universal Studios and Reuters) are guaranteed a percentage of earnings a reuse accrues if it goes viral or is picked up for professional purposes. "Most of the people we've talked to, including the

movie studios, have had their libraries exploited on every platform," says Jones. "Putting [clips] on WeMash is a passive income generator that's repopularizing the content, exposing it to different audiences based on what it's mashed up with."

INGENUITY IS AMERICA'S MOST VALUABLE RESOURCE.

DON'T TREAT IT LIKE A CHEAP COMMODITY.

America has been on the cutting edge of innovation for over 200 years because of a strong patent system. If Congress passes harmful patent legislation, it will devalue the system that has helped turn America's best thinking into our nation's #1 export. That will mean fewer new ideas brought to market, fewer jobs and a weaker economy. We can't maintain our global competitive edge by undercutting our greatest asset.

**SAVE THE
AMERICAN
INVENTOR**

TAKE ACTION AT SAVETHEINVENTOR.COM



51

Jeff TurnasPRESIDENT, 365 BY WHOLE
FOODS MARKET**For lowering
the grocery bill**

When the first 365 by Whole Foods Market location opens on May 25 in the Silver Lake neighborhood of Los Angeles, Whole Foods fans will recognize the new grocery store's quality standards, but not much else: Gone will be the seemingly endless selection of olive oils, the expert cheesemongers, and the artful displays of seasonal produce, single-origin coffee beans, and natural cosmetics. In their place will be simple design, streamlined product offerings—and markedly lower prices. “We’re like Whole Foods’ scrappy kid sister or brother,” says Jeff Turnas, the 21-year Whole Foods veteran at the new brand’s helm.

Launching 365 is a huge strategic move for the Austin-based company. As organic and natural food continues its mainstream spread, Whole Foods, which developed its signature foodie-focused shopping experience throughout the '90s and aughts, is facing competition from value-minded stores like Trader Joe's, Sprouts, and Fresh Market, which cater to younger and less affluent shoppers. With Whole Foods' same-store sales declining (they were down 1.8% in the first quarter of 2016), the company is hoping its new brand will appeal to a broader demographic and fit into neighborhoods that might not support a higher-end store. And if 365 teaches the company a thing or two about cost efficiency, all the better. “Imagine that Whole Foods Market is like a large cruise ship,” says co-CEO John Mackey. “It’s not that easy to turn a cruise ship. You can do it, but it takes time: 365 doesn’t have anything it has to overcome.”

To pilot this new, agile boat, Mackey looked to Turnas, who started his career at Whole Foods as a beer buyer in 1995 and worked in five different territories before becoming president of the U.K. region in 2009. While there, he introduced partnerships that let popular restaurants operate inside his stores

OPEN GATEFOLD



Whole Foods veteran
Turnas's plans for 365 by
Whole Foods Market, a more
efficient, lower-cost line of
grocery stores, could have a
ripple effect on the entire
company.





SAMSUNG



Light. Powerful.
Brilliant. Beautiful.
Work. Play.

Galaxy TabPro S
2-in-1 Tablet



SAMSUNG

Unparalleled.



Galaxy TabPro S

2-in-1 Tablet



Shorter shelving will increase the new 365 stores' efficiency.

A Whole New Vision

How Jeff Turnas and his team are trimming costs and lowering prices in the new 365 by Whole Foods Market stores

Store design

- A standardized layout with shorter shelves and freezer cases makes the stores cheaper to build and easier for customers to navigate, and requires fewer employees. Interiors will be left largely unfinished, with exposed ductwork and unpainted ceilings.

Product displays

- Digital price tags can be changed to reflect promotions without moving physical stickers or signs. Whenever possible, produce will be left in its original shipping crates, saving stocking time and reducing the chance of employees bruising or dropping items.

Customer service

- Instead of individual service counters, one unified team will oversee the entire store, which means customers are going to have to be much more self-reliant. The 365 mobile site will also do some heavy lifting. Much like the Whole Foods Market App, it will function as a loyalty card and digital shopping portal for Instacart delivery, but it will also tell shoppers which products are GMO-free, dairy-free, kosher, or “good for the earth.”

Employee communication

- Rather than using bulletin boards, log books, and back-of-house posters for communication, 365 employees will access announcements, including video demonstrations of new products, from a mobile app.

Operations and ordering

- Although each Whole Foods store selects its own products, only 10% of the inventory for 365 stores will come from local purveyors. A central team in Austin will take care of the rest, anchored by Whole Foods' own 365 line.

and pulled the cheesemonger out from behind the counter to interact more with customers. “Jeff led [the U.K.] entrepreneurially,” says Whole Foods Market executive VP of operations David Lannon. “We felt that he would have that same independent spirit when we launched this brand.” Last summer, Turnas moved to Austin and was given about a year to create an entirely new retail concept.

He began with the stores' basic design. While Whole Foods markets are built from scratch to reflect the communities in which they're located, Turnas and his team created store formats that can be easily replicated across the country. “At Whole Foods, *cookie-cutter* is kind of a bad word,” Turnas says. “At 365, we love it because it allows us to be efficient and meet our goal of getting healthier food to more people.” The aim is for each 365 store to cost about half as much to build as a Whole Foods Market. Averaging about 30,000 square feet each, they'll also be significantly smaller.

Getting the product mix right has been key. Whereas Whole Foods prides itself on variety, Turnas whittled offerings down to what was most essential and affordable, which allows for a more streamlined central-ordering system. Nearly 50% of the nonperishable items will come from Whole Foods' own lower-cost 365 label. The rest will be rigorously selected. A regular Whole Foods store, for instance, might carry 20 or 30 brands of water. In its efforts to keep prices lower, 365 plans to carry just four. Turnas and his team applied this approach—what they call “thoughtful simplicity”—to everything from store design to product displays.

But even with a focus on value, Turnas found a way to keep some of Whole Foods' flair in his new brand. He developed a “Friends of 365” program that installs third-party vendors inside the stores, similar to the partnerships he launched in the U.K. “With our lower-labor, lower-cost model, we can't do everything,” he says. “So why not allow others to do it?” The Silver Lake store features a café by Allegro Coffee Company that sells both coffee and tap beer, and By Chloe, a New York City-based vegan-burger restaurant.

“Our hope is that, as we grow, we can put these [365] stores all over,” Turnas says, “and put them in places where Whole Foods would never be able to go.” The company expects to launch three 365 stores by the end of the year (next up: Lake Oswego, Oregon; and Bellevue, Washington) and another 10 in 2017. But the ambition for the project is much larger. “We have to adapt Whole Foods to the future, and we can use 365 as an inspiration,” Lannon says. In other words, you may have Turnas to thank if you start finding a little more value at your local Whole Foods, too. —Sarah Kessler



52 | 53

Heben Nigatu and Tracy Clayton

HOSTS, BUZZFEED'S
ANOTHER ROUND

For mixing comedy with commentary

"Some of our best segments have come from Tracy drunk-emailing at 10 p.m.," says Heben Nigatu, cohost of BuzzFeed's *Another Round* podcast. The weekly show features Nigatu, a BuzzFeed editor, and Tracy Clayton, a writer and humorist, sipping bourbon, laughing at Clayton's jokes, and talking with each other and their guests about timely topics—from gun control to being black in media—that matter to them and to their more than 200,000 subscribers. Launched in March of last year, the show has become known as much for its insightful interviews with such big names as Hillary Clinton, Lena Dunham, Roxane Gay, Ta-Nehisi Coates, and Hannibal Buress as for introducing its audience to lesser-known artists, comedians, and bloggers of color. The chemistry between the cohosts, who met when Clayton joined the company in 2014, holds it all together: "Heben is more technical. She helps me focus," Clayton says. "Tracy brings the whimsy and the fun, and she encourages the whimsy in me," says Nigatu. Clayton laughs. "Awww, that was so beautiful."



54

Brian Bannon

COMMISSIONER AND CEO,
CHICAGO PUBLIC LIBRARY

For checking in

When Ben Franklin created America's first public library, he intended it not as a book repository but as a democratic lab for new ideas. As chief of Chicago's 80-branch system since 2012, Brian Bannon—a veteran of the San Francisco and Seattle libraries—is updating this concept for the 21st century and redefining what it means to be a librarian. His initiatives include:

1. Rentable technology.

Now available for checkout: portable Wi-Fi hot spots, robotics, and tablet

computers, putting tech in the hands of families that couldn't otherwise afford access. Bannon's team is also testing a neighborhood-driven continuing-education model that couples online courses with in-person "learning circles" that meet at local branches.

2. Interactive early childhood centers.

Designed with partners including the MIT Media Lab and the Lego Foundation and funded partly by a \$2.5 million grant from utility giant Exelon, these STEM-centric spaces, available in 15 libraries, will offer electronic and nonelectronic tools including Sphero toys, 3-D printers, and drones.

3. Preprofessional training for youth.

By tapping mentors from fashion, music, and the digital arts—and offering recording equipment and 3-D printers—the library thrusts youth into the intersection of creativity and business. "We're helping teens see a college and career pathway," Bannon explains. "They're learning the difference between making a great beat and making one that sells."

55

Adam Grant

AUTHOR, *ORIGINALS:
HOW NON-CONFORMISTS
MOVE THE WORLD*

For pinpointing the secrets of success

When a student invited him to invest in what would become Warby Parker, Wharton professor Adam Grant declined. The founder, reasonable and deliberate, didn't fit Grant's image of a brash, successful entrepreneur. As his mistake became apparent,

Grant realized that if he could learn what makes some ideas flourish where others fail, he could invest in the next Warby Parker with confidence. He shares his findings in his *New York Times* best-selling book *Originals: How Non-Conformists Move the World*,

released in February. The notion that game changers are risk-taking radicals, he reports, is false. He finds that most are cautious risk managers. Instead of originating a concept, they improve on an existing one, challenging accepted norms when they can't

find a solution to a problem. "Whether it's from frustration or righteous indignation, everyone has insights on making the world a better place," says Grant. "Being original is simply about coming up with an idea and having the courage to act on it."



BOUNDLESS FREEDOM

**MANY STATES STRUGGLE TO REDUCE THE BARRIERS TO DOING BUSINESS.
WE JUST ELIMINATED THEM ALTOGETHER.**

Consistently ranked one of the best states for business, Florida is committed to keeping regulatory requirements and business taxes low. That, along with a strong economy and zero personal state income tax, makes it a great place to do business. We won't stand in the way of your success. We'll pave the way for it.

Discover what a future in Florida means for your business at floridathefutureishere.com or call 877-YES-FLORIDA.

FLORIDA | THE FUTURE IS HERESM

ENTERPRISE
FLORIDA



56 | 57

Mareike Geiling and Jonas Kakoschke

COFOUNDERS, REFUGEES WELCOME

For opening doors and hearts

The Problem: Germany has accepted more than 1 million refugees in the past two years, but most live a segregated life. “To place many people in a big hall, sometimes far from the city center, with no possibility for social participation—we criticize this,” Mareike Geiling says.

The Epiphany: Geiling, who has a background in PR, and her boyfriend, Jonas Kakoschke, a graphic designer, had been struck by the hospitality they experienced during their travels in the Middle East. In late 2014, Geiling moved temporarily to Cairo for work, leaving extra room in their Berlin apartment. Could a refugee use the space? Then came an even bigger idea: Could they create an online meeting point for potential hosts and guests?

The Execution: “We designed our website for people like us,” Geiling

says, and they positioned it as merely a gateway to an offline process, which includes a network of “buddies”: intermediaries who meet and facilitate initial contact between hosts and potential refugee guests. Eventually, they optimized the site to make it easier for refugees to use as well, with a separate form for them.

The Result: The 10-country Refugees Welcome network (Canada was added in March) has housed 600 refugees,

half through the German operation, which now has six full-time employees. That may seem like a small number, but the founders believe that their cultural example is more important than any raw stats. They dislike the label “Airbnb for refugees,” which they believe emphasizes technology over humanity. Refugees Welcome is steadfastly not-for-profit: “Airbnb is about money,” Kakoschke says. “This isn’t about money. This is about solidarity.”



58

Tiffany Anderson

SUPERINTENDENT OF SCHOOLS, JENNINGS SCHOOL DISTRICT

For seeing the whole student

As racial turmoil roiled Ferguson, Missouri, in 2014, students at the nearby public schools in Jennings were agitating for a protest of their own. Tiffany Anderson had a different idea. Instead of a walkout, she organized an early morning drive-in: Buses ferried dozens of students across town, where they marched to the police station and presented a list of demands, all before the first school bell. It was just one example of the lengths she has gone to make sure that students arrive at school ready to learn. (Anderson has also launched a student-run food bank for hungry families and a shelter for homeless students.) “We know what we need to do to ensure that kids achieve at high levels,” she says. “Whether or not we make it happen is a choice that we make every day.” Now, nine out of 10 students in the once-struggling school district graduate on time, and Anderson is busy training her successors: In July, she’ll take the helm of the Topeka, Kansas, school district, which is famous for being at the center of the *Brown v. Board of Education* case.

59

Tony Long

MANAGER OF INNOVATION SPACES, NORTHROP GRUMMAN


For luring DIY to defense

In the past year, hundreds of Northrop Grumman employees have stolen away to a 5,500-square-foot former shipping warehouse on the \$24 billion defense contractor’s Redondo Beach, California, campus. There, amid 3-D printers, milling machines, and elec-

tronic test equipment, they prototype away at all hours without any bureaucratic oversight, budget concerns, or deadlines. The FabLab (short for Fabrication Lab) was founded by radio-frequency engineer Tony Long, a 13-year veteran of the company who realized

that the evenings he spent tinkering in his garage were leading to novel solutions at work. He won over Tom Vice, sector president of aerospace systems, who approved the funding. Since FabLab opened, in 2014, some 1,300 members have joined, creating

devices and models that can accelerate classified projects involving aircraft and sensors. Plus, it helped Northrop “up our game to attract and retain talent,” Long says. Now he’s opening four new labs and smaller satellites at Northrop sites nationwide.



When it comes to
your wealth, the
questions you ask
could be your most
valuable asset.

Ask questions.
Be engaged.
Own your
tomorrow.™

In life, you question everything. The same should be true when it comes to managing your wealth. Do you know what your investment recommendations are based on? Does your financial professional stand by their word? Do you know how much you're paying in fees? And how those fees affect your returns? Ask your financial professional, and if you don't like their answers, ask again at Schwab. We think you'll like what we have to say. **Talk to us or one of the thousands of independent registered investment advisors that do business with Schwab.**

charles
SCHWAB

Wealth Management at Charles Schwab

PLANNING | PORTFOLIO MANAGEMENT | INCOME STRATEGIES | BANKING


Own your tomorrow.

Brokerage Products: Not FDIC Insured • No Bank Guarantee • May Lose Value

To see how Schwab stands by our word, visit www.schwab.com/accountability

Independent registered investment advisors ("advisors") are not owned by, affiliated with or supervised by Schwab or its affiliates. Schwab provides custody, trading and operational support services for advisors. Not all products and services available through Schwab and its affiliates are available through advisors. Registration does not imply a certain level of skill or training. There are eligibility requirements to work with a dedicated Financial Consultant. Wealth management refers to products and services available through the operating subsidiaries of the Charles Schwab Corporation of which there are important differences including, but not limited to, the type of advice and assistance provided, fees charged, and the rights and obligations of the parties. It is important to understand the differences when determining which products and/or services to select. The Charles Schwab Corporation provides a full range of brokerage, banking, and financial advisory services through its operating subsidiaries. Its broker-dealer subsidiary, Charles Schwab & Co., Inc. ("Schwab"), Member SIPC, offers investment services and products, including Schwab brokerage accounts. Its banking subsidiary, Charles Schwab Bank (member FDIC and an Equal Housing Lender), provides deposit and lending services and products. ASK QUESTIONS. BE ENGAGED. OWN YOUR TOMORROW. is a trademark of Charles Schwab & Co., Inc. ©2016 The Charles Schwab Corporation. All rights reserved. (0915-8050) ADP88322-00





Protecting our troops

Stopping anthrax

Eradicating deadly disease

Improving patient outcomes

Keeping airports safe

BATTELLE

It can be done™

A high-contrast, black and white portrait of director Ryan Coogler. He is shown from the chest up, turned slightly to his right, looking off-camera. He has short, dark hair and a light beard. The lighting is dramatic, with strong highlights on his forehead, nose, and cheekbones, and deep shadows on the left side of his face and under his chin. He is wearing a light-colored, open-collared shirt.

Fruitvale Station
and **Creed** director
Coogler says that the
upcoming Marvel film
Black Panther will be
his "most personal
movie to date."



60

Ryan Coogler
DIRECTOR

**For being a
knockout
filmmaker**

Though he's directed just two feature films—the 2013 indie hit *Fruitvale Station*, the true story of an unarmed black man who was shot and killed by a police officer in 2009, and last year's *Rocky* sequel, *Creed* (both of which star Michael B. Jordan)—Ryan Coogler is quickly turning into a Hollywood heavyweight. *Creed* earned more than \$110 million at the U.S. box office and copious critical acclaim. Now Coogler is gearing up to tackle a Marvel superhero movie, *Black Panther*, due in theaters in 2018.

What was your approach to making a new *Rocky* movie? The series has definitely had its ups and downs. The *Rocky* movies each have their own tone, so it was really a case of establishing what our tone was. With this movie, we were looking for [something] more realistic and grounded. [Our culture] right now has a lot in common with the '70s—when the first *Rocky* was made—in terms of the cynicism and coming out of a recession and a really long war. We leaned into that. I also wanted to make a movie about what me and my dad were going through, and my

dad's favorite character was Rocky. It was kind of an allegory for us.

Unlike the other *Rocky* films, the central character in *Creed*, Adonis, is African American.

It seems like the movie has turned out to be meaningful to that audience. I have a lot of friends with young black sons, and after they watched the movie, they'd send us video of their kids boxing and punching pillows in the house and sticking their arms up. I didn't expect that—and just like with *Rocky*, it's people from all over and all cultures who love Adonis.

Your next film is Marvel's *Black Panther*, which stars *Get On Up*'s Chadwick Boseman as a masked hero named T'Challa who avenges the death of his father. How do you make sure it works as a Marvel project but still bears your creative stamp?

It's a challenge, [but] I'm obsessed with this character and this story. It's going to be my most personal movie to date, which is crazy to say but is completely the case. The day I learned I was going to be making the movie, I went to the old comic-book shop I used to go to when I was in elementary school. I gave them the news that I was going to be doing it, and I bought some *Black Panther* comic books. —Dan Solomon

61 | 62

Robin Standerfer and Stephen Alesch

COFOUNDERS AND PRINCIPALS, ROMAN AND WILLIAMS

For having interior motives

The design firm Roman and Williams mixes history with modern trends to create spaces that feel broken-in and time-worn—the antithesis of austere modern design. In the past year alone, cofounders (and married couple) Robin Standerfer and Stephen Alesch—who got their start building sets for such films as *Zoolander* and *Practical Magic*—have designed the art deco Ace Hotel in New Orleans, the swanky Chicago Athletic Association Hotel (formerly a lavish 1890s social club), and the chic Goop Mrkt pop-up in New York. Now Standerfer and Alesch are entering larger territory, both conceptually and spatially. Anthony Bourdain tapped the duo to design his sprawling 150,000-square-foot food hall, set to open in 2018 in Manhattan's Meatpacking District. They even helped scout the location. “Pier 57 [a shipping terminal built on the Hudson River in the 1950s] has a deep and complex history,” Standerfer says. “It's an incredible starting point.” Adds Alesch: “We [like to let a] building's raw power show. If you just go into it and decorate it to be authentic, it's just a big lie. People—even if they're not architects and designers—can sense it right away.” A Roman and Williams retail store is currently in the works in New York, which will feature objects designed by the couple as well as vintage furnishings they've hand-selected from other designers.

63

Emily Oberman

PARTNER, PENTAGRAM

For giving Snoop's product line some California cool

In her 20 years as a brand designer, Emily Oberman has devised three different logos for *Saturday Night Live*, overhauled the introduction of *The Tonight Show* for Jimmy Fallon, and helped create the opening credits for Netflix's *Unbreakable Kimmy Schmidt*. So when Snoop Dogg needed to distinguish his new line of marijuana edibles, called Leafs by Snoop, from others in the fast-growing market, he tapped the Pentagram partner for the job. After plenty of

“research” with the rapper himself, Oberman broke through what she calls the “Rasta, crunchy, hempy, outlaw look” of most cannabis products and instead packaged the line, which launched in Colorado in November, with images of palm trees, fish, birds, and cloudy skies, all depicted in bright pastel colors and outlined in gold. Around Pentagram, the design was referred to as “California cool.” “We wanted it to appeal to a broader spectrum of human,” Oberman says.



64

Amy McDonough

VP AND GM OF CORPORATE WELLNESS, FITBIT

For bringing exercise to the enterprise

Marathon runner Amy McDonough has built Fitbit's corporate-wellness business into one of the company's most promising verticals, with 1,000 corporate customers signing on last year, including Target, which ordered the devices for its more than 300,000 employees. McDonough's work has been a win for both Fitbit and its clients: Insurance providers such as John Hancock have even begun offering policy discounts to employees who hit exercise goals using Fitbit. (One Indianapolis-based startup, Appirio, was able to knock off nearly \$300,000 from its annual health bill.) In late 2015, Fitbit became compliant

with HIPAA, the law regulating health-data sharing, which opened the door for potential clients even further. McDonough and her team realized early on that a one-size-fits-all solution wouldn't work and have spent eight years tailoring Fitbit's interactive software for clients' specific goals: Oil and gas companies, say, might want to track employee sleep trends to lower workplace errors, while a retailer might offer perks as fitness-challenge rewards. "[We didn't] treat it as a bulk-sale opportunity," she says. "We built solutions alongside our customers, to make sure it met their needs. That's how we still work today."

65

Neha Narkhede

COFOUNDER AND CTO, CONFLUENT

For teaching businesses to read Kafka

Companies such as Airbnb, Oracle, and Spotify rely on Neha Narkhede's software, which funnels disparate sources of high-volume information—web analytics, sales data, social media—into a real-time stream that employees in any area of the company can use to build or enhance applications. The six-year-old technology, called Apache Kafka, is available for free as an open-source program, and usership continues to grow; downloads increased from 30,000 at the end of 2014 to 220,000 in Q1 of 2016. (It has become so integral to the tech world that engineers brandish Kafka expertise on their résumés.) Narkhede and her two cocreators developed Kafka while working as engineers at LinkedIn, and they convinced the company to make it free. In 2014, they launched Confluent to build Kafka-related products and training programs. Narkhede is now a global evangelist of the tool and even coauthored *Kafka: The Definitive Guide*, due this year. "My goal is to increase the momentum of Kafka in the open-source community," says Narkhede, whose clients include Netflix and Walmart. "As adoption grows, it becomes easier to convert that into momentum for [our] business."

66

B.J. Novak

COFOUNDER, LI.ST

For putting everything in order

Whenever *The Office* star and executive producer B.J. Novak used to visit New York, he would ask his friend (and College Humor.com cofounder) Ricky Van Veen for restaurant recommendations. "I'd think, I wish I could just go to List.com/Ricky!" says Novak. In 2013, he mocked up an app that would let users create and share lists of whatever they wanted. Novak then tapped Fab.com vet Dev Flaherty to help turn it into an actual company. Launched last October, Li.st has scored \$2 million in funding from investors such as Ev Williams and OkCupid founder Christian Rudder. More than 250,000 entries live on the site.

Why do people love lists so much? They are a natural structure of the way the mind works. We're walking around all day with lists in our heads: *Here are the reasons I'm happy today. Here are the things I want to say in the meeting. Here are the movies I want to see this weekend. These are the*

memories I have of childhood. Our minds work in list form, not paragraph form.

What was the journey like from idea to launch?

I pitched this idea to everyone I met in tech, and they'd treat it exactly the way I would react if they pitched me a movie or TV idea that sounded perfectly good: "I think that's a fine idea, but I don't think you understand what it takes to make a company." Sort of like I'd say, "That's a cool movie idea—do you have a director? Final Draft software? An agent? Do you know what your budget is, and are you prepared to give it two years of your life?" The idea alone wasn't getting me anywhere, so I hired design firm Two Toasters to mock up samples to show I was serious. Finally, I met a VC named Matt Witheiler, who said, "I think I have a cofounder for you."

Have people been using Li.st in ways you didn't expect?

What has surprised me is the deeply personal direction it's taken. There are a lot of eulogies on it. Stories [in list form] about sexual assault and eating disorders. Hopes. Wish lists. And especially memories.

How are Hollywood and Silicon Valley alike?

The top-level people always speak very casually and honestly. If someone is intimidating you with their language, it's a good sign that they are not at the top. —Erin Schulte

"We're walking around all day with lists in our heads," says Novak. He created Li.st to help us organize—and share—them.

FREE
FOR
EVER





67

Dori Roberts
FOUNDER AND CEO,
ENGINEERING FOR KIDS

**For giving
STEM an after-
school boost**

You might think that “STEM” would land somewhere near “broccoli” in a ranking of kids’ favorite birthday-party themes. But the play-based, math-and-science after-school programs that Virginia technology teacher Dori Roberts first developed for local families became so popular that she started doing birthdays, summer camps, and more—for a profit. “I really am a hands-on learner myself,” says Roberts, who credits a high school chemistry teacher with giving her confidence in math and science. By 2012, she had sold her first Engineering for Kids franchise. Today her company has 147 program locations in 22 countries, and has educated more than 150,000 students between 4 and 14. Roberts continues to develop new lessons that explore programming, game design, robotics, and more by taking students from outer space (“Mission to Mars”) to the depths of the sea (“Making Waves”). Her fastest-growing program segment (“Junior Engineers”) is aimed at kids ages 4 to 6. Parents, she says, make “great franchisees.”

68

Jack Harrison-Quintana
DIRECTOR, GRINDR FOR
EQUALITY

**For connecting the LGBT community to
lifesaving opportunities**

Grindr has been known for most of its seven-year existence as a “hookup app,” but it’s always been more than that. “Even connecting to other guys can be a profound form of activism in places where being LGBT is criminalized,” says Jack Harrison-Quintana, a former policy manager with the National LGBTQ Task Force who, in 2015, was hired by the company to run Grindr for Equality (G4E), its advocacy program. By combining his coalition-building skills with Grindr’s ability to geotarget its 10 million users across 197 countries, Harrison-Quintana has turned G4E into an invaluable tool for raising awareness of LGBT issues. Last year, G4E partnered with the Lebanon-based group MOSAIC to send alerts to Syrian refugee users in the country seeking LGBT-friendly services. It also polled U.S. users, with help from the San Francisco AIDS Foundation, and found racial disparities in how doctors prescribe HIV PrEP medication. The results are guiding G4E’s 2016 PrEP awareness campaign, which includes translating drug facts into Spanish, Portuguese, and various Asian languages, and connecting users in low-access areas to PrEP-friendly providers.



69

Ricardo Vice Santos
COFOUNDER AND CEO,
ROGER

**For being a fresh
voice in messaging**

The voice-messaging app Roger works something like an old-fashioned walkie-talkie: You record short audio clips via a simple interface and then send them to friends, who can respond to you immediately or whenever they

have more time. It’s a fun and surprisingly seamless way to conduct a conversation. “It’s not something [where] you write, review, and send,” says Portuguese app developer Ricardo Vice Santos, who created Roger and

released it in December. “It’s spontaneous, like real life.” To that end, users are not able to play back any of their recordings before sending them, which makes interactions feel much more conversational and informal. So far, the

app has been used in 180 countries, with some users exchanging spoken snippets a few sentences at a time throughout the day and others spending up to 10 hours in conversation with other users over the course of a week.

IF WE touch the screen, can we feel the cat?

Technology that simulates touch –
a dream our software could bring to life.

Innovative thinkers everywhere use
INDUSTRY SOLUTION EXPERIENCES
from Dassault Systèmes to explore the
true impact of their ideas. Insights from
the 3D virtual world help companies
develop technologies that use multiple
human senses. Can we one day make a
lion purr without entering the den?



3DEXPERIENCE

It takes a special kind of compass to understand
the present and navigate the future.

3DS.COM/HIGHTECH



70

Ida Tin

COFOUNDER AND CEO, CLUE

For going with the flow

“There’s a sense that [menstruation] is a little bit embarrassing, so it should be secret or something to put a lock on,” says Ida Tin, founder of the period- and ovulation-tracking app Clue. “It shouldn’t feel like that. We wanted it to be playful.” Fans are drawn to the functionality and sophisticated design of the three-year-old app, which analyzes users’ menstrual-cycle data to help with family planning or to just predict and monitor symptoms. Clue avoids pink colors and floral motifs in favor of knowing touches such as an image of gray clouds to represent days when users might expect PMS. At the same time, Clue is generating a trove of useful information, which the Berlin-based company is sharing with researchers at Stanford, Columbia, and Oxford universities to glean insights into women’s health (the data is all anonymized, and users can opt out). Though there are other apps in the space, Clue is the category leader, with more than 4 million active users—thanks, in part, to the deal Tin made in 2014 to integrate it into Apple’s HealthKit app. Now, the company is researching how to make Clue available on low-end feature phones, which would help women in developing nations with family planning.

71

Ivan Askwith

FOUNDER, ASKWITH&CO.

For knowing how to get fans more of what they want

A “crowdfunding guru” who specializes in raising money to resuscitate TV shows and movies of yore, Ivan Askwith helped writer-producer Rob Thomas raise \$5.7 million on Kickstarter to revive *Veronica Mars* as a 2014 movie. Since then, his influence has only grown, thanks to his inclusive approach: “If you focus on the funding, you’re unlikely to get any,” he says. “If you focus on the crowd, they will give you the funding.” Here’s how he steered three recent campaigns:

Reading Rainbow:


LeVar Burton, host of the classic PBS children’s television show that aired from 1983 to 2006, wanted to raise money to bring its digital library of interactive books and videos to classrooms across the country. Askwith advised him to amplify the nostalgia by posting heartfelt “thank you” video messages to early supporters on Kickstarter. The campaign eventually pulled in \$5.4 million, and the new Reading Rainbow Sky-library went live last May.

Super Troopers 2:

When the Broken Lizard comedy troupe was looking to create a sequel to their 2001 sleeper hit *Super Troopers* last year, Askwith encouraged the cast to host two live online “telethons” during the final hours of the Indiegogo fundraiser. The comedic marathons, seven and five hours long, helped raise \$307,000 in the last 48 hours of the campaign. The film is now in production with an overall budget of \$4.5 million.

Mystery Science Theater 3000:

Joel Hodgson—the creator of the cult humor series that helped launch Comedy Central in the ’90s—hired Askwith to help drum up financing for new episodes of the show. Askwith developed a plan to offer quirky, era-appropriate incentives such as VHS copies of the new episodes (“You’ll be the talk of 1988!”) and personalized voice-mail and video greetings from the show’s writers. Fans contributed \$5.8 million, and the show went into preproduction in January.



**“As an owner,
the possibilities
are endless.”**

~ DAVID GONZALEZ
Allstate Agency Owner since 2003

Fifteen years ago, David skipped buying a new car and, instead, invested in being an Allstate Agency Owner. A good choice that's paid off.

Today, David's business has nearly tripled in size. His hard work and devotion to clients have helped David and his wife, Vanessa, enjoy a wonderful life together. One that finally includes that new car he's always wanted.

David has built a good life by staying true to himself and the people he helps protect. Now you can, too. Talk to your local Allstate recruiter today at 877-875-3466.

-
- OWN YOUR OWN BUSINESS
 - EARN WHAT YOU'RE REALLY WORTH

Hear more of David's story at AllstateAgent.com



Allstate
You're in good hands.®

Auto
Home
Life
Retirement

Subject to all terms and conditions as outlined in the Allstate R3001 Exclusive Agency Agreement and Exclusive Agency program materials. Allstate agents are not franchisees; rather they are exclusive agent independent contractors and are not employed by Allstate. Allstate is an Equal Opportunity Company. Allstate Insurance Company, Northbrook, IL. In New Jersey, Allstate New Jersey Insurance Company, Bridgewater, NJ. © 2015 Allstate Insurance Co.

"Come and be present," says Undertaking L.A. founder Doughty, who is reconnecting people with the funeral arts.





72

Caitlin DoughtyFOUNDER,
UNDERTAKING L.A.**For being an angel
of death**

Caitlin Doughty has dedicated her entire professional life to getting us to rethink—and embrace—death. Her morbid brand includes a blog (*The Order of the Good Death*), YouTube channel (Ask a Mortician), and best-selling book (*Smoke Gets in Your Eyes*). Last fall, she opened a not-for-profit mortuary, Undertaking L.A.

What do you think are the biggest problems with how we approach the rituals of death?

That death is being hidden away, and that people feel like they paid too much money for funerals. If you get people involved with taking care of the dead themselves, as they have for thousands of years, it solves those problems.

How did we veer so far from that tradition? Bad Victorian science—the idea that “deadness” is floating off rotting bodies and infecting people. So you put the body in a super-sealed casket with a rubber gasket. Then you have a heavy concrete or metal vault. Then you put it in the ground. Why?

Why put it in the earth? No earth is getting anywhere near it! It's a citadel down there!

When you say you'd like people to be more involved in postmortem rituals, what do you mean, exactly? Come and be present. Take locks of hair. See the body one final time. Push the body into the cremation machine.

What are the financial benefits of a more hands-on approach? In L.A., simple, direct cremation can go up to \$4,200; ours is \$895. An average casket is \$4,000; ours, if you want a casket at all—a willow one is \$1,370. Fancy shrouds are \$500. Or you can BYO shroud, as long as it's all-natural.

What else are you doing to get people to participate? We're planning workshops on how, from start to finish, you would do everything in your home. We're starting a corps of volunteers—educators for the community about death. And my next book [due out in 2017] is about hiding the corpse and why that's not serving us as a culture. I'm traveling, looking at [death] through international eyes.

Do other countries do this better than we do?

They do it different. In Germany, you can be a funeral director with no license. In the U.K., they don't embalm as much. People always say, “What's the one place that does it right?” There really isn't one. —Jeff Chu

73

Kate O'Keeffe

DIRECTOR, CISCO HYPER INNOVATION LIVING LABS (CHILL)

**For enabling huge companies to figure
out the future, faster**

Once upon a time, Kate O'Keeffe designed bridal shoes for Cinderella Bella, a boutique firm she started in her native Australia. But at Cisco, her specialty is helping the networking-technology giant and its customers solve business challenges in creative ways on a global scale. Through Cisco's Services Excellence Innovation Center—which O'Keeffe created in 2010 to let employees identify, vote on, and implement promising ideas—she has helped Cisco identify hundreds of millions of dollars in potential new revenue. In 2015, O'Keeffe created CHILL, which brings together major customers for intensive brainstorming sessions with the aim of creating ideas big enough to change not only companies but entire business sectors. (The entities involved agree to share the intellectual property from the sessions.) One group, for instance, included experts from two retailers (Costco and Lowe's), a manufacturer (Nike), and a payment processor (Visa). “As long as we were having one-on-one dialogues,” she explains, “we weren't really supporting an entire industry.”

74

Jenny Lee

MANAGING PARTNER, GGV VENTURES

**For finding the winners in China's
tech scene**

“It's not about investing in 100 companies and finding only one home run,” says GGV managing partner Jenny Lee, who launched the venture-capital firm's Chinese operations 11 years ago and continues to drive its efforts there. “For me, it's about finding 10 companies and having nine home runs.” Lee has a track record of success: She made savvy early investments in Uber rival Didi Kuaidi, Xiaomi, and social networking platform YY.com, which went public in 2012. With GGV recently committing another \$200 million to its China investments,

Lee is focused on the next generation of tech—robots, drones, self-driving cars. “The challenge I give myself is finding entrepreneurs who can think outside the box,” Lee says. As an example, she points to her investment in Ehang, the drone maker that debuted an autonomous, human-carrying drone (a possible future transportation solution) at CES in January. The prototype may not come to market for years, but Lee isn't worried about that. “It's not hard for me to generate good returns,” she explains. “Now it's about, ‘Can I change the world?’”



Grooming: Janice Kinjo for Exclusive Artists
Management using Buckler's Remedy



Off-White founder and creative director Abloh uses Instagram to inspire both consumers and designers.

75

Virgil Abloh

FOUNDER AND CREATIVE DIRECTOR, OFF-WHITE

For expanding with style

Virgil Abloh, Kanye West's creative director and the visionary behind three-year-old Milan-based clothing line Off-White, was the only American nominated for the prestigious LVMH Prize for young fashion designers last year. Known for his hand-painted leather jackets and patched and pleated denim, Abloh had his first-ever Paris Fashion Week show in September and is selling products at retailers such as London department store Selfridges and Paris trendsetter Colette.

For Kanye, you work on things like album covers and set designs. Is it an advantage in fashion, having this untraditional background? No, I just think the marketplace shifted. Luxury fashion means something different today. Now people are not as concerned with getting a Mercedes-Benz or a Rolex to represent success. That generational shift has also changed how fashion is made and sold. I didn't go to fashion school. I started Off-White by

screen-printing T-shirts and giving them to friends. I still don't really classify myself as a designer. I feel like they know things that I don't.

And you probably know things that *they* don't.

Like what to do with social media. How do you shape your brand online? In a way, Instagram is more important than anything else. How many people can actually consume a piece versus watch a brand unfold [on social media]? I make Instagram my own by documenting my creative process. It's been the norm to not show anyone the tricks leading up to what you're releasing, and I felt that was kind of wack. This tool could be used to inspire. If I'm one of the first kids to go from making a T-shirt to doing runway shows in Paris, it would be a huge disservice to culture and to kids not to show them the ropes.

How do you stay connected with that young scene? I network. In Paris last year, [a designer] friend texted me an address and was like, "Hey, you got to come here and bring some Off-White. It's important." I get there and he's sitting six floors up in a window tossing out his clothes [to fans below]. He was like, "There are 60 kids out here in the street—do it for the culture." It was a pretty epic moment and a really fulfilling vibe.
—Lauren Schwartzberg





76

Susan Salgado

MANAGING PARTNER,
HOSPITALITY QUOTIENT

For spreading hospitality

Shake Shack's successful IPO in 2015 was, in part, an endorsement of Danny Meyer's customer-centric philosophy, which also underpins the dozen-plus beloved restaurants that make up his Union Square Hospitality Group. Hospitality Quotient, USHG's consultancy arm, takes that sensibility beyond the food world. Run by Susan Salgado, who first quantified Meyer's ability to hire (and keep) talent as a PhD student researching management and organizational behavior, Hospitality Quotient (HQ) provides guidance to a range of industries. Here are some surprising places where Salgado is spreading the Meyer gospel.

Hospitals: Salgado sees parallels between restaurants and medicine, where doctors are the chefs, nurses the servers—and service grinds to a halt if these groups are squabbling. HQ teaches practices such as New York's AdvantageCare physician network's "charitable assumption," or giving colleagues the benefit of the doubt. "When they consider what kind of day [a colleague] is having," she says, "they can forge stronger relationships."

Banks: Brokers at institutions such as Goldman Sachs and Merrill Lynch learn how to speak to clients in "plain English" while discussing financial goals.

Universities: With tuition on the rise, students are not only enrolled in their colleges, but invested in them. HQ helps institutions such as New York University law school rethink the bursar's office with customer experience top of mind.

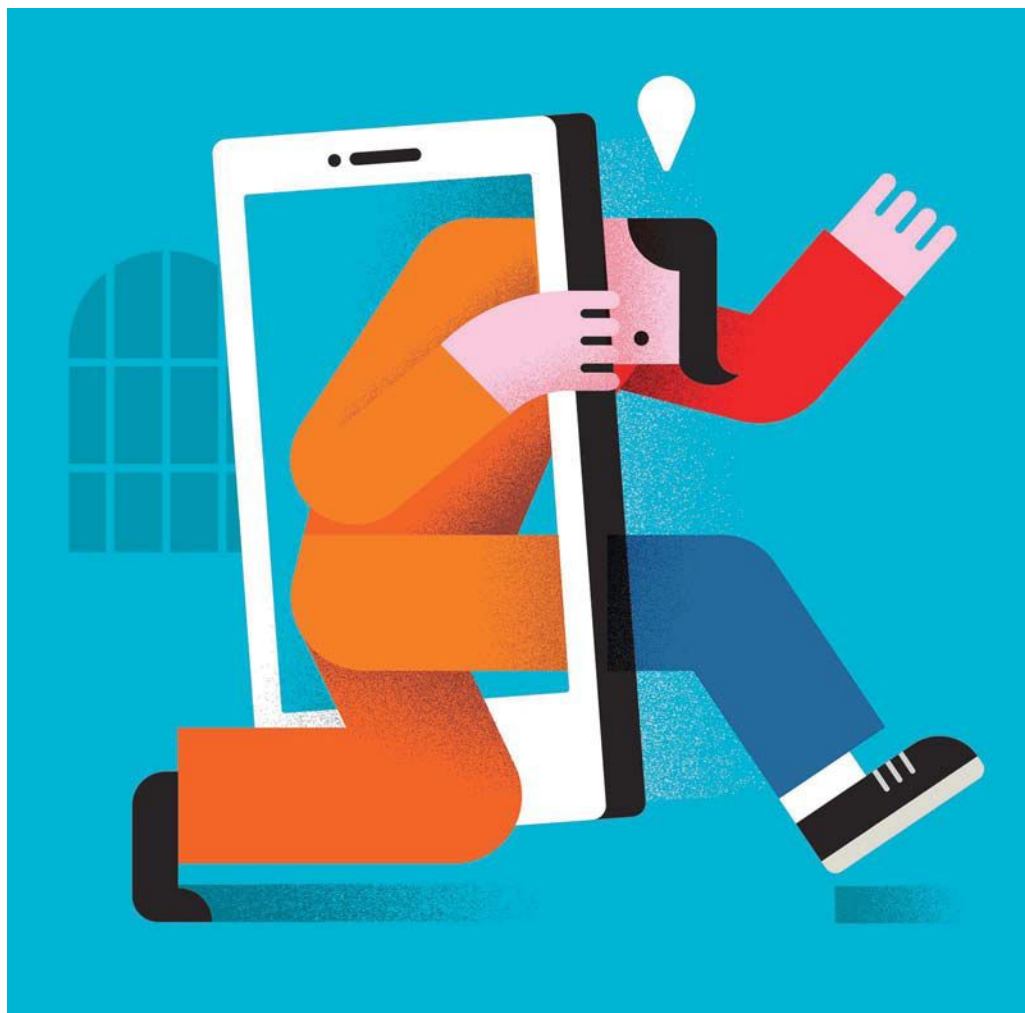
77

Bill Johnson

PRESIDENT AND CEO, CORRISOFT

For helping ex-offenders—and detainees—get their lives back

Today's probation and parole systems are largely failing the country: Nearly 77% of offenders discharged each year are rearrested within five. "Imagine being released with no stable housing, work, support, or tools to help you get back on track," says Bill Johnson, president of Lexington, Kentucky-based technology firm Corrisoft. The company's Alternative to Incarceration via Rehabilitation (AIR) system issues smartphones, along with a Bluetooth-enabled anklet, to ex-offenders to help supervision agencies automate monitoring. But what sets AIR apart is that agencies can load the program—which is used in eight states—with partner resources, such as health and employment services. And now Corrisoft is working to keep people out of jail altogether. Last year, Johnson, an operations expert and former president of an Ohio chapter of Habitat for Humanity, helped secure a deal with the Manhattan district attorney's office to use AIR to divert teenage defendants from notoriously violent Rikers Island, where they are often detained while awaiting trial because they can't afford bail. Pilot participants must adhere to an AIR-facilitated schedule, including school and counseling, to close their cases. "Building more prisons and incarcerating more individuals has not made our communities any safer," says Johnson.





THE 2016
FAST@COMPANY
INNOVATION FESTIVAL

NOVEMBER 1-4
NEW YORK CITY

FOR MORE INFORMATION, VISIT:
innovationfestival.fastcompany.com

Past participants included:

23andMe | Adobe | American Museum of Natural History | Apple | Birchbox | Bleacher Report | Box
Brooklyn Nets | Charity:Water | DonorsChoose.org | Dropbox | Eataly | Eileen Fisher | Facebook | GE
General Assembly | Goop | iHeartMedia | Jim Henson's Creature Shop | KIND | Lomography | L'Oréal
Macy's | Malala Fund | Marketplace | Metropolitan Museum of Art | MLBAM | MoMA | Nest | Nike
OWN | Pentagram | PepsiCo | Samsung | Sesame Workshop | SoulCycle | Spotify | Squarespace | TOMS
TV Land's Younger | Uber | VaynerMedia | Warby Parker | West Elm | White House | WME | Yahoo



78

Christina Agapakis

CREATIVE DIRECTOR, GINKGO BIOWORKS

For engineering microbes for new products

Since opening its automated “organism foundry” last year, bioengineering startup Ginkgo Bioworks has licensed about two dozen custom-made microbes to companies such as the fragrance house Robertet and the food, beverage, and pharmaceuticals manufacturer Ajinomoto. These organisms are used to mass-produce ingredients that typically are too expensive to make or rare in their natural forms, such as a new “cultured” rose oil that Robertet is developing. But biologist Christina Agapakis is looking beyond replicating existing products to actually creating new ones. Since January, she has been partnering with Mad, a nonprofit founded by Copenhagen’s pioneering chef Rene Redzepi, to create new flavors in wines and vinegars with engineered yeast. In a few years, these fermentation tastes could be common in chefs’ kitchens. As part of the company’s 100 Vial Project, dedicated to creating bioengineered scents, she’s working with scientists and perfumers to resurrect the smell of an extinct flower by analyzing a preserved specimen. “I’m always looking at what’s possible today,” she says, “and what’s the next step out.”

79

Markus Kressler

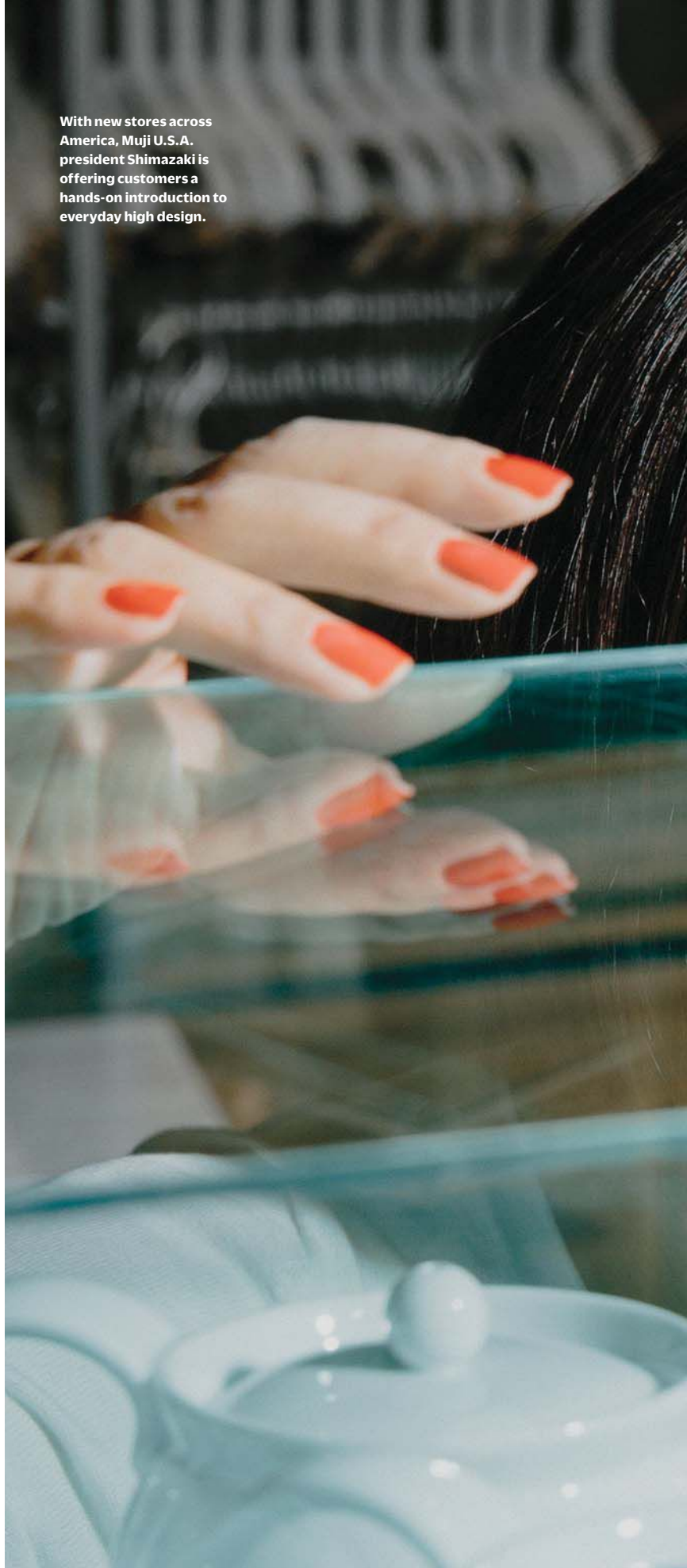
COFOUNDER, KIRON UNIVERSITY

For providing refugees with a pathway to employment

Refugees are fleeing war-torn Syria by the hundreds of thousands, and even for those who arrive safely in Europe, new hurdles await: unemployment, cultural tensions, and the anxious boredom of living in bureaucratic purgatory. Markus Kressler, a psychologist turned social entrepreneur who previously volunteered in a German refugee center, is transforming these potentially lost years into an academic opportunity. “We want to create chances for people wherever they are,” he says. The year-old Berlin-based not-for-profit Kiron University partners

with online learning platforms and traditional universities to grant undergraduate degrees to Syria’s displaced generation; students follow an online curriculum for two years from wherever they are—from a tent in a refugee camp to one of the dozens of Kiron-operated study hubs sprouting across Germany (and soon Turkey and Jordan). Then they complete their requirements on campus at a local partner institution. By the end of 2016, Kiron hopes to have enrolled 5,000 people, with its first students on track to graduate in 2018.

With new stores across America, Muji U.S.A. president Shimazaki is offering customers a hands-on introduction to everyday high design.





80

Asako Shimazaki
PRESIDENT, MUJI U.S.A.

**For importing the
cult of Muji to
the United States**

If it seems like the minimalist aesthetic of Japanese housewares brand Muji is everywhere these days, you have Asako Shimazaki to thank. As president of Muji U.S.A., Shimazaki oversaw the launch of a two-story flagship on Fifth Avenue in Manhattan last year, as well as a sprawling new outpost in Palo Alto. The opening of a store in Paramus, New Jersey, this summer will bring the number of American locations to 12 (worldwide, there are more than 400). The timing couldn't be better: Japanese writer Marie Kondo's 2011 self-help tome, *The Life-Changing Magic of Tidying Up*, is a mainstay on U.S. best-seller lists, and with meticulously organized shelves of unadorned storage containers, kitchenware, and bathroom accessories, Muji offers everything a reformed pack rat needs to keep clutter at bay. Shimazaki is shaping the way the 35-year-old brand is presented to American consumers.

How are you customizing the Muji experience for Americans?

The Fifth Avenue store has some elements that are new to the U.S. market, including a plant shop, bookstore, essential-oil lab, an embroidery service, and other concepts that previously only existed in the Asian market. It's important for new customers to experience these products in person.

How have you adapted your business strategy for the U.S. market?

Instead of providing a backstory about who we are, we usually let our products' functionality and simplicity speak for themselves. But in the U.S., we announced Naoto Fukasawa [the revered Japanese industrial designer and member of Muji's advisory board] as the designer of our small kitchen appliances because people want to know how products are developed. This information makes customers more comfortable and confident in the brand.

What is your strategy for deciding where to open the next store? We need to make a profit for each store, so location is taken very seriously. With our e-commerce platform, we can tell where the demand already exists, and we go there. We're fulfilling orders from every state in the U.S., so there's demand all over. Right now we're focusing on the coasts, but we're planning to open more locations.
—Diana Budds



81

Cassidy Blackwell
BRAND MARKETING LEAD,
WALKER & COMPANY
BRANDS

**For combining
razor-sharp
storytelling with
product marketing**

Companies brag about using “original content” to promote products, but it can come off as flat and jargony. Cassidy Blackwell, head of marketing for the company behind Bevel, a shaving system geared toward people of color, is an exemplar of how businesses can authentically participate in their consumers’ culture. Her work is most visible on Bevel Code, Walker & Co.’s slick grooming-and-fashion website, which functions like a full-blown lifestyle magazine. Blackwell’s team of writers and photographers create rich stories that readers are unlikely to find elsewhere, including a profile



of President Obama’s personal barber, Zariff, whom Blackwell interviewed in Chicago. She was also the visionary behind a video that introduced the evolution of the Bevel trimmer—which featured the rapper Nas and was viewed 1 million times in less than a month—and has devel-

oped products for the company’s women-focused brand, due to launch later this year. “One of our biggest tenets is to build trust within a community that is historically mistrustful of [certain] products in the marketplace,” says Blackwell. “You have to know the nuances.”

82 | 83

**Caitlin McFarland
and Emily Gipson**
COFOUNDERS
AND CO-EXECUTIVE
DIRECTORS, ATX FESTIVAL

**For getting
television fans
off the couch**

Austin’s annual ATX Festival brings big-name TV stars and showrunners together with superfans each June for four days that are filled with screenings and deep-dive panel discussions such as last year’s much-talked-about reunion of the cast and creator of *Gilmore Girls*. Created in 2011 by entertainment-industry vets Caitlin McFarland and Emily Gipson, the event attracts around 2,500 attendees to its often lighthearted programming slate (some of this year’s reunions: the casts of *The West Wing* and *Everybody Loves Raymond*). However, McFarland also hopes to broach some serious topics at the festival. “We’re looking into cultural divides and social change in TV and making [events at ATX] more like TED Talks rather than, ‘Let’s just geek out for an hour over *Gilmore Girls*,’ ” says McFarland. “Although we still want to do that, too.”

84

Nicole Van Der Tuin
COFOUNDER AND CEO,
FIRST ACCESS

**For turning mobile
phone payments
into credit histories**

The Problem: Most loan applicants in developing nations lack financial records, which makes each loan high-risk. Applying for even a \$400 loan often requires a home visit and interest rates up to 100%.

The Epiphany: After unregistered prepaid phones were used to orchestrate the 2008 terrorist attacks in Mumbai,

the Indian government more strictly enforced the requirement that all such devices be given an ID. Nicole Van Der Tuin, a NYC-based microfinance entrepreneur, realized that registering a prepaid phone, which are available for purchase in even the most remote locations, established a payment history. “By 2013, over a billion

people had personal financial records and didn’t know it,” she says. She decided to turn that data into a product.

The Execution: Van Der Tuin developed software that gives loan officers access to applicants’ phone payment records. That info is run through an algorithm to generate a credit-risk rating, which

is sent to partnering loan offices and banks.

The Result: First Access has analyzed over 50 billion mobile-phone transactions in Tanzania and Kenya, and reduced what banks were paying to evaluate borrowers by more than 65% in the past year. In 2016, the company will expand to Malawi, Nigeria, Uganda, and Zambia.

THERE ARE 18,090 WAYS
TO CUSTOM BUILD THIS
COMFORT RECLINER™.

ALL OF THEM
ARE FAST.



Custom luxury to your home in about 30 days.
Expertly crafted in Dallas, Texas.

A M E R I C A N



L E A T H E R®

Visit these retailers and americanleather.com/fc2 for more information.

CA Bedfellows 818.985.0500 | CA Cantoni 877.881.9191 | CA Lawrance Contemporary Furniture 888.790.6477 | CT Connecticut Design Center 203.299.1700 | FL Naples Leather 239.434.6339 | FL Sklar Furnishings 561.408.7298 | FL Wasser's Exclusive Furniture & Interiors 954.454.9500 | GA Cantoni 877.881.9191 | GA Verde Home by Laura Walker 678.927.9113 | ID Ennis Furniture 208.342.3664 | IL EuroFurniture 800.243.1955 | IL Walter E. Smithe 800.948.4263 | MA Circle Furniture 978.274.7000 | MI Hillside Furniture 248.334.4745 | NV Ennis Furniture 775.828.1121 | NY Jensen-Lewis 212.929.4880 | TX Cantoni 877.881.9191 | UT San Francisco Design 800.497.2701 | VA LaDiff 800.642.5074 | WA Ennis Furniture, Richland 509.783.7471 | WA Ennis Furniture, Spokane 509.467.6707 | WA Schoenfeld 425.285.0570 | WA Seldens Designer Home Furnishings 800.870.7880





Workplace Warriors

For taking radical steps to improve corporate culture

85

Jerry Stritzke
PRESIDENT AND CEO,
REI

The Company

● The Kent, Washington-based outdoor retailer is known for selling gear and apparel. It is also a consumer cooperative: For \$20, customers can sign up for a lifetime membership that offers discounts and a voice in REI's future (they can, for example, vote to elect nominees to REI's board). This ensures that leaders stay more focused on pleasing its environmentally conscious customers rather than Wall Street.

His/Her Role

● As president and CEO, Jerry Stritzke is charged with growing the 78-year-old company while maintaining its deep ties to nature. "We need to move beyond just selling stuff," he says. He offers employees two annual "Yay Days" so they can skip work and hit the trails or ski slopes, and leads frequent outdoor excursions with team members, such as a recent mountain-biking trip to Santa Fe, New Mexico, he took with a longtime store manager.

Power Move

● Last Black Friday, the peak sales day of the retail year and arguably the most prominent display of American consumerism, Stritzke shut down REI's 143 stores across 33 states, encouraging customers (via #OptOutside) to spend time outdoors with family—and gave his 12,000 employees a paid day off.

The Payoff

● #OptOutside went viral, and more than 1 million social-media users pledged to forgo shopping for outdoor fun. Traffic to rei.com reportedly rose 26%. At year's end, REI posted record revenue of \$2.4 billion and had gained 1 million new members; 72% of profits went back to members, employees, and nonprofit partners.

86

Diógenes Brito
PRODUCT DESIGNER,
SLACK

● Slack is a double anomaly in the tech world. It makes business software (a messaging platform) that people love, and it prioritizes diversity: Its staff is 43% female, and nearly 7% of its U.S. technical workers are black (remarkable by Silicon Valley standards). When Slack won a TechCrunch award in February for being the fastest-rising startup, four black female engineers accepted on behalf of cofounder Stewart Butterfield.

● Diógenes "Dio" Brito's tech-design background means he's frequently assigned to big projects that require lots of fine-tuning because, as Brito puts it, "I can make some pretty complex prototypes." In the nearly two years he's been at the young startup, Brito has helped release a slew of products, including search features, an app-directory system, and emoji integration.

● Last summer, as the company readied its new "Add to Slack" feature, Brito realized that the existing promotional graphics depicted Caucasian hands—continuing the "bad habit of portraying white people as the default," Brito says. He decided to implement a brown-hand graphic instead—a "small gesture, but it mattered."

● Hundreds of people tweeted in support of Brito's small gesture, and the move was hailed within his company's internal Slack channel for employees of color (called #earthtones). Because he worked at a company where employees feel heard, he was able to create a feature that let users *everywhere* feel heard.

87 | 88

Shannon Schuyler and Michael Fenlon

CHIEF PURPOSE OFFICER AND
GLOBAL TALENT LEADER, PWC

● PwC is the world's largest accounting firm by revenue and a major recruiter of new college graduates: The company will hire 11,000 this year (more than 45% of its U.S. staff are recent college grads).

● In a competitive landscape that too often tries to appeal to millennials through superficial means (e.g., free dry cleaning and kombucha), Michael Fenlon and Shannon Schuyler want to go deeper and help shift the company's focus from what Schuyler calls a "transactional" relationship with their employees toward a "more transcendent" one.

● In September, PwC introduced its student-loan-paydown program, which offers participating employees \$1,200 per year toward their student debt for up to six years. "It's an innovative benefit, yes, but it also ties to a broader issue in society that we have a role in," Fenlon says.

● Schuyler and Fenlon say that feedback has been overwhelmingly positive with the loan-aid program boosting recruitment. It may also help with retention, since current qualifying employees can be grandfathered into it. "[Student debt] is a huge issue for this generation," Schuyler says. "Every company should be doing this."



89

Gabriella Gomez-Mont

DIRECTOR, LABORATORIO PARA LA CIUDAD

For modernizing Mexico City

Gabriella Gomez-Mont is a professional problem solver, and Mexico City—with 22 million residents and a labyrinthian government structure—has plenty of problems. As the head of the Laboratorio para la Ciudad, an innovation lab created by the mayor three years ago, Gomez-Mont is experimenting with unusual solutions to tough issues. For instance, the former journalist, visual artist, and documentary filmmaker has led a project to crowdsource the first-ever citywide bus map, and has also built a digital discussion and debate platform that the city used to communicate with citizens after anti-Uber protests turned violent last summer (it can be adapted for future citywide debates on other topics). The lab's team includes artists, graphic designers, policy experts, social scientists, architects, and experts in civic tech and AI. "Governments are expected to be solid and sure-footed, but citizens feel they are slow and bureaucratic, lagging behind the times," Gomez-Mont says. "The answer was to form a shape-shifting creative office within the government."

90

Kareem Ettouney

COFOUNDER AND ART DIRECTOR, MEDIA MOLECULE

For letting us all be digital

Michelangelos

As one of the visionaries behind video-game developer Media Molecule, Kareem Ettouney is expanding the way we interact with digital media. The company's unusual new game, *Dreams*, doesn't involve shooting Uzis or scoring touchdowns. Instead, you make art, using a Sony PS4 game controller to animate your own digital dreamscape, which you can then explore, share, and link to those created by others. Ettouney led the team that created the game's look and shaped its easy-to-use tool kit and catalog of impressionistic starter imagery. Though *Dreams* isn't for sale yet—a release date has not been announced—buzz has been building since previews at E3 and Paris Game Week last year. "The Sistine Chapel was the cutting edge of its time," says Ettouney, who also worked on Media Molecule hits *LittleBigPlanet* and *LittleBigPlanet 2*. "*Dreams* will become the reason to get a PS4. Because that's where people will be creating the most innovative digital art of our time."



91

Kamasi Washington

MUSICIAN

For breathing new energy into jazz

After guesting on the most-acclaimed album of 2015, Kendrick Lamar's *To Pimp a Butterfly*, the stylistically omnivorous L.A.-based sax master Kamasi Washington put out a genre-pushing jaw-dropper of his own,

The Epic, last May. It was a breakthrough for Washington—and for jazz in general, given the unusual amount of attention it received from the mainstream music world. The 174-minute, 17-track triple album is as

adventurous as it is accomplished, featuring an octet of collaborators who have been playing together since high school in the 1990s. "Our group almost moves more like family," says Washington. "We have our spats

and our disagreements, but we are enamored with each other's talents. It's just this enormous coincidence that we all grew up around the same neighborhood. That's the part that's hard to wrap your head around."



The choice is yours, and it's simple.

Why enjoy just one cookie when there's a whole stack in front of you?

The same goes for car insurance. Why go with a company that offers just a low price when GEICO could save you hundreds and give you so much more? You could enjoy satisfying professional service, 24/7, from a company that's made it their business to help people since 1936. This winning combination has helped GEICO to become the 2nd-largest private passenger auto insurer in the nation.

Make the smart choice. Get your free quote from GEICO today.

GEICO®

geico.com | 1-800-947-AUTO | Local Office

Some discounts, coverages, payment plans and features are not available in all states or all GEICO companies. Customer satisfaction based on an independent study conducted by Alan Newman Research, 2015. GEICO is the second-largest private passenger auto insurer in the United States according to the 2014 A.M. Best market share report, published April 2015. GEICO is a registered service mark of Government Employees Insurance Company, Washington, D.C. 20076; a Berkshire Hathaway Inc. subsidiary. © 2016 GEICO



92 | 93

Crown Princess Mette-Marit of Norway and Kate Roberts

FOUNDERS, THE MAVERICK
COLLECTIVE

For applying the VC model to philanthropy

“It was overwhelming, actually,” recalls Kate Roberts, CEO of the philanthropic initiative the Maverick Collective, of the emotions that flooded in when she gave birth to her daughter in 2011. As a senior vice president at the not-for-profit Population Services International (PSI), she knew the challenges women face all over the world, including gender-based violence and lack of access to contraception. And she knew that despite all the rhetoric about investing in women, just two cents of every development dollar actually goes toward programs for girls.

The following year, Roberts accompanied Her Royal Highness the Crown Princess Mette-Marit of Norway, a longtime HIV/AIDS activist and also a mother of a young daughter, on a visit to a PSI project in New Delhi. The two had met in passing at conferences but grew close as they toured the city’s slums and hospitals, meeting with women affected by HIV and tuberculosis. “We talked a lot about the need to put major resources behind girls and women,” says Roberts. “We got very emotional about it.”

They decided that if the current model for philanthropy wasn’t working to lift girls out of poverty, they needed to create something new, combining Roberts’s development and marketing experience—plus access to PSI’s 9,000 employees across 65 countries—with the crown princess’s international clout and track record of giving voice to those in need. They devised a strategy to enlist women (who were able to invest at least \$1 million each) to run innovative pilot programs, though Roberts makes sure to point out that the organization “is not a club for rich women.” The focus on private capital was strategic: Traditional funders typically need to see results before they’ll pour money into something. “Private money is less risk-averse,” says the crown princess. This freedom would allow the collective to gamble on experimental ideas.

The crown princess discussed the idea with Melinda Gates, who joined their effort as cochair. “It seemed like it might inspire people,” Gates says. Soon, the Bill & Melinda Gates Foundation awarded PSI \$5 million over five years to turn the notion into a reality. Since then, the founding members—14 women, aged 26 to 72—have invested \$19.8 million of their personal funds in their respective projects, which span 13 countries. Members



Maverick Collective
CEO Roberts, left,
and her cofounder,
Crown Princess
Mette-Marit, insist
that donors invest
their human capital.



Maverick founding member Pam Scott, far left, consults with young women in Tanzania on a pilot program designed to combat unintended pregnancy.

help design and oversee three-year projects that test new products or services for girls and women in developing countries. If successful, these models are then pitched as larger-scale programs to PSI's bigger donors, including the Gates Foundation and the United States Agency for International Development. So far, the collective has been responsible for attracting \$60 million for new health resources for girls. "We know that health is the most basic [way] out of extreme poverty," Roberts says. "If you're not healthy, you can't go to school or work. It's the core of everything."

The founding members were selected by Roberts and the crown princess, and recruited individually. Each worked with PSI experts to identify two or three impact areas that aligned with her interests and zeroed in on a geographical location to target. They visited the local community to better understand its needs and challenges. For the crown princess, this connection between donor and recipient is integral for creating projects that actually work. "[If] you find something that resonates deeply within a person," she says, "you unlock the potential in a much more long-term and sustainable way."

Founding member Kathryn Vizas, a former litigation attorney for companies including Levi Strauss & Co., traveled to Myanmar in 2013 with Roberts, the crown princess, and the director of global program advocacy at the Bill & Melinda Gates Foundation. There, she spent time with a woman dying of cervical cancer, a disease that is, in many cases, preventable. Because one out of every five women who have the disease is Indian, and PSI has a network of health centers in India, Vizas launched a "screen-and-treat" project in northern India that trains health providers to look for signs of cancerous cells and remove them immediately.

So far, her program has screened 45,000 women, treated 2,000, and educated more than 170,000. But it hasn't been easy. "I am now very aware of the difficulties convincing not only women patients in India, who feel perfectly healthy and do not understand why they should spend even a little money to be screened, but also the doctors who care for them, to make the test routine everywhere," Vizas explains. The government in the state of Uttar Pradesh is currently scaling the approach to 28 additional districts with the goal of bringing it to all 75 of them.

Each Maverick member brings her own problem-solving skills into play. For example, Pam Scott, founder of research and branding firm the Curious Company, is using her experience to address unintended pregnancy in Tanzania. "Because I practice human-centered design, it was important that [PSI] not come to me with a program that had been all figured out," Scott says. "My expertise lies in doing the research, figuring out the design opportunities, writing creative briefs,



and working with teams to develop amazing ideas that solve the problem."

As part of her project, she sent three groups out into Tanzanian villages to conduct research; all came back with the same realization: Girls were paying for taxi rides with sexual favors. Scott helped devise a free taxi service operated for girls, by girls. "It was an insight on Tuesday, an idea on Wednesday, and by Thursday, we had a woman-driven taxi out in the village," Scott recalls. Her work helped PSI secure a \$30 million grant from the Gates Foundation and the Children's Investment Fund Foundation.

Before Scott signed on to become a Maverick, she was skeptical. Did PSI really want her thoughts and not just her money? Would she be allowed the autonomy to brainstorm and implement ideas? Others had similar questions, so Roberts allowed potential members to interview people on the inside at PSI: board members, scientists, the technical team. Scott was satisfied. "I thought, I should take a go at this," she says.

Both the crown princess and Melinda Gates attend workshops with donors to share their knowledge. "The founding members don't want to be held at arm's length," Roberts says. "They know when we encounter cost overruns or roadblocks, and they help find solutions." Many of these women have never worked in development before; PSI offers training in navigating the grant process, communicating with donors, and public speaking. As Roberts says, "This is an executive-management course in saving the world."

On May 16, the Maverick Collective made its public debut at the Women Deliver Conference, in Copenhagen. Meanwhile, Roberts and the crown princess are busy scouring the world for a new wave of Mavericks—which might even include a few men. "Money doesn't create change," Roberts says. "People do." —Jessica Hullinger

"Private money is less risk-averse," says the crown princess. This freedom allows the collective to gamble on experimental ideas.



Quid®

ELEVATE YOUR INTELLIGENCE

Quid puts the world's information at your fingertips. Using artificial intelligence and natural language processing, the software draws connections between big ideas, giving your brain more power than you ever dreamed possible.

See how *Fast Company* used Quid to map innovation at quid.com/fastco



94

Moj Mahdara
CEO, BEAUTYCON MEDIA

**For seeing beyond
the cosmetic**

Moj Mahdara's company is a key connector in the makeup world with its growing number of beauty-blogger festivals—in L.A., New York, London, Dallas, and Dubai—that attract as many as 12,000 attendees. Her empowerment-focused gatherings have featured panels and meet-and-greets with YouTube stars such as Bethany Mota. The company also launched a Birchbox-like subscription service in 2015, and it generates additional income by linking beauty stars with advertisers for marketing campaigns. Beautycon is on track to bring in \$10 million in revenue this year. “I find it inspiring that young girls think of beauty as an expression of power and creativity, rather than [using it] to conceal or make themselves feel better,” says Mahdara, an LGBT activist who previously founded and sold two ad agencies. “That’s what attracted me to the space to begin with.”



95

Nancy Pfund
FOUNDER AND MANAGING
PARTNER, DBL PARTNERS

**For finding a
good return on
social impact**

Proof of the ascendance of impact investing: venture-capital firm DBL Partners’ announcement last June that it had raised \$400 million to create its largest socially minded investment fund yet. Founder Nancy Pfund, a champion of a “double bottom line” (hence, DBL) approach that places equal weight on financial returns and social impact, made her name with early investments in Tesla, Revolution Foods, and SolarCity. With this fund, she’s expanding into new sectors, backing the space-imaging company Planet Labs, which uses microsatellites to map and track everything from environmental degradation to urban development; and Farmers Business Network, an agricultural data-sharing service. She also led an \$18 million round of funding last summer for Advanced Microgrid Solutions, which creates energy-storage systems through battery networks. “We want to show that impact lives in any company,” says Pfund. “It doesn’t have to be a compromise.”

96

Sally-Ann Dale
CHIEF CREATION OFFICER,
DROGA5

**For energizing
brands**

As chief creation officer at the ad agency Droga5, whose clients include Coca-Cola, Chase, and the White House, Sally-Ann Dale leads a 150-person production team that turns pen-and-paper ideas into national campaigns. “We talk a lot about the people who come up with ideas,” Dale says, “but there needs to

be people with the vision and practical creativity to make it a reality.” Following the acclaimed “I Will What I Want” video series for Under Armour starring ballerina Misty Copeland, Dale is now working with the athletic-wear company to brand a new lifestyle line called Project Rock, created in partnership with Dwayne “The

Rock” Johnson. (Its first product, a duffle bag, debuted in February.) As part of Under Armour’s effort to present Johnson as a motivational force for men trying to get in shape, Dale’s group devised Rock Clock, a goal-tracking app that delivers an encouraging video or text message from Johnson to the

user’s phone every morning. She also helped create Droga5’s latest project for Android, a touching commercial in which animated characters (Rock, Paper, and Scissors) forge an unlikely friendship; it aired during the Academy Awards and has since been watched more than 7 million times on YouTube.

WORK SITTING or STANDING

VARIDESK® sits on top of your existing desk and lets you switch easily between sitting and standing whenever you like – and it only takes 3 seconds! It ships fully assembled and sets up in minutes with no tools required. Models start at just \$175. Order online or call 800-990-0339.

FREE SHIPPING
TO LOWER 48 STATES

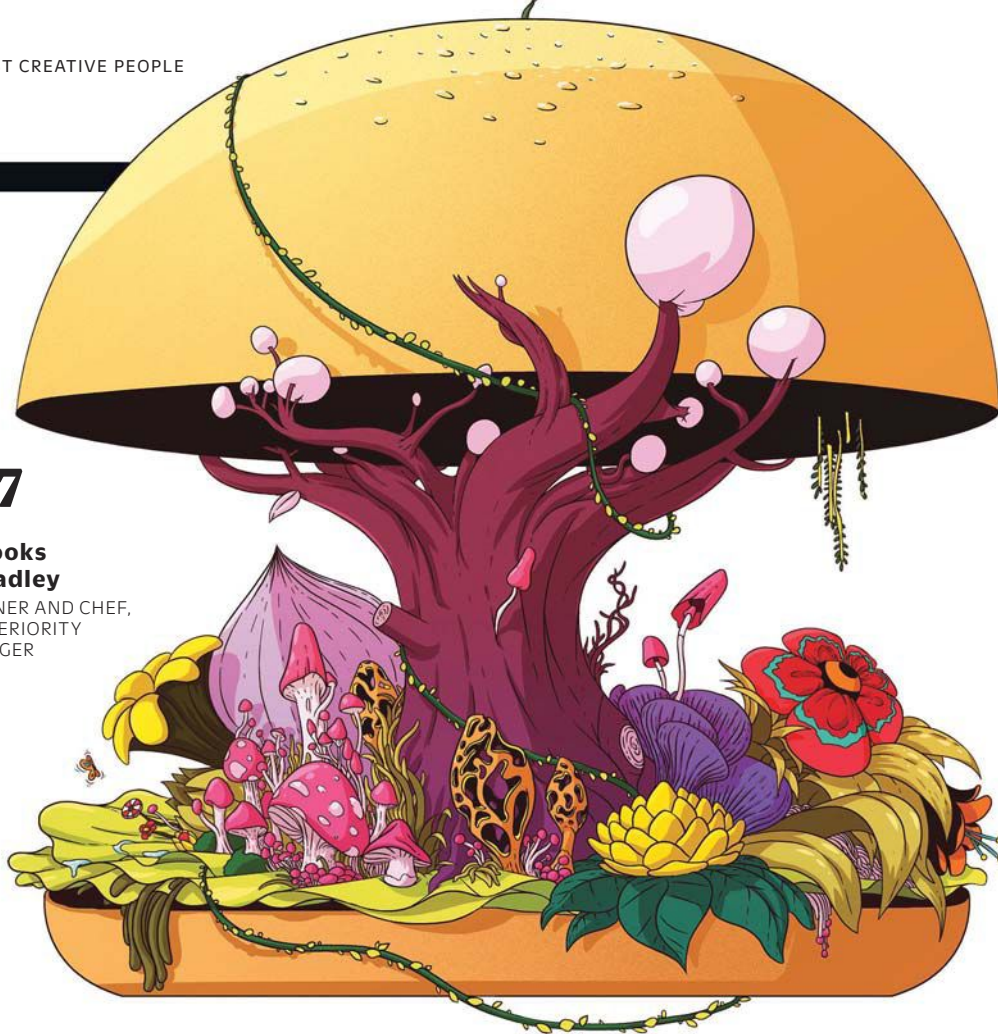




97

Brooks Headley

OWNER AND CHEF,
SUPERIORITY
BURGER



For beefing up meatless food

One of New York's most exciting new restaurants is a boisterous dive serving burgers and sides out of a minuscule East Village storefront. There's no alcohol; customers get tap water from a self-serve cooler by the door. Oh, and the food? It's all vegetarian. Owner Brooks Headley created his signature veggie burger in his free time while working as a pastry chef at Mario Batali's Del Posto, and last summer—after fostering anticipation with several veggie-burger pop-ups—he opened his own spot to share the irresistible creation with the public. It was an immediate phenomenon (*The New York Times* awarded the place an impressive two stars), with vegetarians and meat lovers alike lining up for the grain-based burgers and often-ambitious daily specials. Headley has no specific plans to expand beyond a 2017 cookbook. For now, he's enjoying the word-of-mouth success. "When it's warm outside, the street is just flooded with people eating salad and drinking tap water, which is hilarious and awesome," he says. "It becomes, like, this amazing East Village block party."

98

Ahmed Abdeen Hamed

COMPUTER SCIENTIST AND
BIOMEDICAL RESEARCHER

**For discovering
drug links in
hashtags**

"Twitter is the eyes and ears of people all over the world," says Ahmed Abdeen Hamed. "But it is rarely used for medical research." Believing that mining the regular chatter among people on social media sites can yield important pharmaceutical discoveries—such as hashtags suggesting new uses for medications or interactions between them—Hamed and his colleagues at the University of Vermont developed a computer program that can search millions of tweets for names of drugs and build a map of their connections. The project has investigated connections between colon cancer and marijuana, as well as alcohol and oxidative damage (which may be linked to Alzheimer's). Hamed, who recently left UVM to become a biomedical researcher at Merck, developed an online database that allows researchers to look for linkages across social media and the National Library of Medicine's PubMed for potential drug side effects that patients share—an initiative he hopes will one day serve as an early warning system.

99

Andrew Freedman

DIRECTOR OF MARIJUANA
COORDINATION, STATE OF
COLORADO

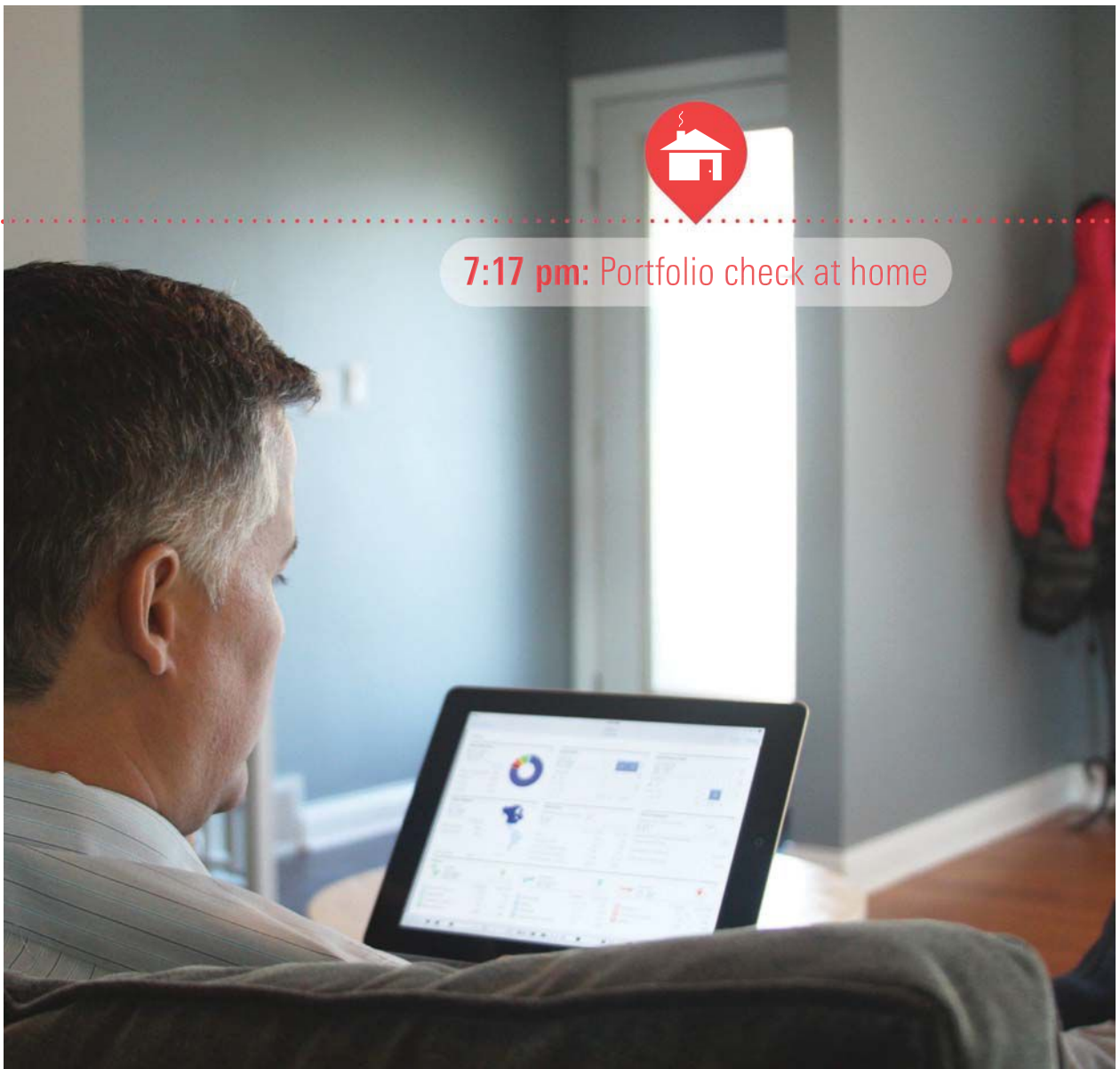
**For making a
joint effort**

As Colorado's very first "marijuana czar," Andrew Freedman is navigating regulatory and public-welfare challenges that are both complicated and—because the state was the first to legalize recreational pot—potentially influential: Colorado's choices could define the country's

approach to marijuana policy for generations. "We're trying to handle complex issues that have never been handled before," says Freedman, a former education-policy specialist who once served as chief of staff for the lieutenant governor. Since taking the job in 2014, he

has worked to eliminate unapproved-pesticide use, guide community banks and credit unions on thorny issues related to accepting growers' money (the Federal Reserve won't do business with banks that take pot-related deposits), and has introduced legislation to make

edible-pot packaging more childproof. He's also become a tour guide for lawmakers from other states that are considering legalization, though he warns that given the cost of regulation and enforcement, decriminalization is not the tax boon of local governments' dreams.



7:17 pm: Portfolio check at home

Go Everywhere with Morningstar

Morningstar® for iPad® brings the world's financial markets to you, no matter where you are. Whether you're looking for new investments in real time or catching up with your portfolio after a long day, our app helps you invest at your own pace.



©2015 Morningstar. All Rights Reserved. Apple, the Apple logo and iPad are trademarks of Apple Inc., registered in the U.S. and other countries. App Store is a service mark of Apple Inc.

MORNINGSTAR®

Vlogger and comedian Singh encourages her 8 million global fans to find their happy place.





100

Lilly Singh
YOUTUBE STAR

For creating a unicorn business

With more than 8 million subscribers, the L.A.-based vlogger Lilly Singh—aka ||Superwoman||—is one of YouTube's biggest draws, attracting a global audience with her trademark blend of positivity and straight-talk humor. Singh's videos, which have been viewed more than 1 billion times, are a mix of jokes, impressions, and goofy comic personae that find her tackling subjects from what it's like to have Punjabi parents to how she deals with depression. Last year, she turned some of her most popular bits into a comedy act that she took on a sold-out 26-city world tour, with stops in Hong Kong and Sydney, and released a documentary about it that was one of the initial offerings on YouTube Red.

How did you develop the Lilly Singh brand? It's an ongoing process. I'm still figuring out what people like, and I'm still learning. My first video wasn't comedy, my second video wasn't comedy, but eventually I was like: Talk about the funny thing that happened; that sounds good. I enjoyed doing it, and it got a really good response. I have this rule where I won't do things if I don't enjoy them.

You post two eight-minute videos a week. That's a lot of work!

How do you come up with ideas? Do you ever feel creatively spent?

I often ask my audience what they want to see, because they know best. I have more than 400 videos now, and two videos a week is not easy. Something I've been doing recently is taking in as much stimulus as possible from my environment. Anytime I have a spare second, I will watch other YouTube videos. Anytime I'm on a plane, I will watch movies. I make sure I know all the trending topics on Twitter. When I'm in a restaurant or in a mall, I will be like: Oh, that's interesting, that's a tendency people have. I'm always taking in information and being very, very observant. That helps.

How did you turn your short videos into a live event? It was tough—a

lot of me writing things down, ripping up the page, writing things down, ripping things up. But I think my show is awesome. I'm proud of it. It's called *A Trip to Unicorn Island*, and essentially Unicorn Island is a synonym for my happy place. Everyone has a Unicorn Island within them, and I'm going to show you that you don't need me or anyone else to be happy. It's interesting: You're coming to my show and I'm telling you that you don't need me. How's that for a business strategy?

—Nicole LaPorte

CONTRIBUTORS: ERIC ALT, JEFF BEER, JOE BERKOWITZ, ADAM BLUESTEIN, JOHN BROWNLEE, ROB BRUNNER, DIANA BUDDS, AUSTIN CARR, JEFF CHU, KATHLEEN DAVIS, CLAIRE DODDSON, AMY FARLEY, CHRISTINA FARR, JESSICA HULLINGER, SARAH KESSLER, NICOLE LAPORTE, JESSICA LEBER, KIM LIGHTBODY, J.J. MCCORVEY, HARRY MCCracken, AINSLEY O'CONNELL, SARITHA RAI, KENRYA RANKIN, NIKITA RICHARDSON, CHUCK SALTER, BEN SCHILLER, STEPHANIE SCHOMER, ERIN SCHULTE, LAUREN SCHWARTZBERG, ELIZABETH SEGRAN, DAN SOLOMON, RICK TETZELI, JOHN PAUL TITLOW, KAREN VALBY, STEPHANIE VOZZA

This spread: Hair: René Cortez; makeup: Anton Khachaturian for Exclusive Artists Management using MAC Cosmetics

Head shots: Zoe Rain (Chance the Rapper); Jon Premosch/BuzzFeed (Clayton, Nigatu); WENN Ltd./Alamy (Coogler); Shooresh Fezoni (Gelling, Kakoschke); George Lange (Grant); Bernd Von Jutrczenka/DPA/Alamy (Kressler); Matthew Murphy (Miranda); Jen Siska (Roach); Melissa Horn (Salgado); Myles Pettengill (Singh); Clare Cassidy (Snow); Santiago Felipe/FilmMagic/Getty Images (Washington)

Miranda

(Continued from page 40)

syncopated lyrics to capture life in Washington Heights, the northern Manhattan neighborhood adjacent to where Miranda grew up, the playwright received an invitation to perform at the White House as part of an evening of poetry and spoken word. The organizers told him that he could do a number from *In the Heights*, but he had another idea. On a recent vacation in Mexico, he had read Ron Chernow's 800-page biography of Alexander Hamilton, which he says he'd found while strolling through a bookstore. "I just felt like I knew him," he says of the scrappy, ambitious immigrant who went on to create America's financial backbone. The idea hit him like a sickness: a way to relate Alexander Hamilton's life to a modern audience. "I knew that the only way to tell his story was in the language of hip-hop."

So he decided to try out this approach—in front of the president and First Lady. At first, Miranda had been thinking of *Hamilton* as a concept album, a rap symphony about the founding fathers and their dreams of rebellion, freedom, and moguldom. When he told the crowd at the White House that he was working on this project, everyone giggled, including the Obamas—it seemed like a lark. But then he launched into verse: "How does a bastard, orphan, son of a whore and a / Scotsman, dropped in the middle of a forgotten / Spot in the Caribbean by Providence, impoverished, in squalor / Grow up to be a hero and a scholar?"

Suddenly, no one was laughing. A video of Miranda's D.C. triumph went viral, and soon, he had gotten a reported \$175,000 advance to convert his idea into a full-blown stage show at the downtown Public Theater alongside his *Heights* collaborators: director Thomas Kail, music director Alex Lacamoire, and choreographer Andy Blankenbuehler. He merged a historical story (the rise and fall of a founding father) and classic medium (stage) with today's vernacular and rhythms (rap, R&B, pop) and a cast that reflects contemporary America (the actors playing Washington, Burr, Jefferson, Madison—plus Hamilton's wife, Eliza Schuyler, and her two sisters—are all people of color). He merged the country's raucous, inspiring past with its vibrant, volatile present, offering both an elegy for where we have been and a beacon for where we might go next. Oskar Eustis, the artistic director of the Public, knew from his first glimpse at a video of the White House performance that Miranda's musical would be unstoppable. It gave people "a way to feel unabashedly patriotic about America," he says. It was something around which an increasingly divided nation might come together. And they have.

After six years of development, the show debuted downtown in January 2015 to sold-out crowds and then opened at Broadway's Richard

Rodgers Theatre that August, with tickets immediately selling out again. While the musical was still in previews, the theater continued a tradition started at the Public of holding a lottery outside the box office each day for nearly two dozen \$10 front-row seats to that night's show. It became known as #Ham4Ham. The lottery went online over the winter, because the crowds had simply become too large to manage. (At Christmastime, more than a thousand people were showing up each day and blocking traffic. "We had no permits for that kind of thing," says Miranda. "It just sort of happened. I wasn't interested in all those fans freezing.") In March, a fan developed the Ham Lottery App to make the process even more user-friendly. Today, the face-value price of a premium *Hamilton* ticket, should you manage to snag one this decade (and good luck), is \$549 and rising. Resale prices are routinely more than triple that.

The show has already exceeded producers' expectations. According to figures obtained by *The Hollywood Reporter* and *The New York Times*, *Hamilton* averages more than \$500,000 in profit

"I am absolutely interested in as many people seeing this as possible," Miranda says of a potential *Hamilton* movie deal. "But not before people have had the opportunity to see it live."

every week and made more than \$60 million total at the box office in less than eight months. Investors, who sunk \$12.5 million into the production, have already recouped their seed money, a rare feat for any Broadway show. Miranda, as *Hamilton*'s sole progenitor, reportedly makes 7% in royalties and earns about \$105,000 per week from the box-office take alone.

There are softer metrics too. Miranda has become the one famous person whom every other famous person wants to know. *Hamilton* fans check Twitter every night to see which new celebrity has posted a photo with the star: Kanye West, Julia Roberts, Beyoncé, Madonna, Nas, Eminem, Amy Schumer, Kerry Washington, and Julie Andrews have all sat in the red velvet seats to catch a glimpse of Miranda and crew firing cannons and

rapping about the Battle of Yorktown. "I mean, it's insane," Miranda says. "I could go to an invited thing every night and become this crazy celebrity person if I wanted to." But, he adds, "I can't, because I still have a show to do."

A ticket to *Hamilton* has also become a status symbol in Washington, D.C. Madeleine Albright, the Clintons, Bernie Sanders, Timothy Geithner, Dick Cheney, and the Bush sisters have all attended the show. President Obama has seen it, and arranged for the entire cast to perform at the White House last March, where he also taped a segment with Miranda for an upcoming PBS documentary about the musical. (Obama often quips that *Hamilton* is "the only thing Dick Cheney and I can agree on.")

But Miranda's closest—and most important—relationship is with the hundreds of thousands of fans who have likely never seen the show. Ticket scarcity has motivated him to create an entire world around it, so that people, and especially young people, can feel like a part of the movement even if they can't get into the theater. This strategy began with the cast album, which Miranda and Lacamoire released only six weeks after *Hamilton* opened on Broadway, hiring Roots bandleaders Questlove and Black Thought to engineer the sound so that it would satisfy even the most critical ears ("Hip-hop fans are the toughest fans," Miranda says. "You win them, you win them for life"). The album won a Grammy in February and went gold in April; it's been streamed on Spotify more than 148 million times and has given the entire world a portal into Miranda's dense lyrical accomplishment, something to geek out over and memorize the way Miranda, as a teen, internalized Biggie Smalls, Busta Rhymes, Nas, and the Wu-Tang Clan. In November, Miranda himself wrote 23 annotations to the show's lyrics on the website Genius, enhancing the fan experience even further. "With the album, for \$20, you have the whole show. You can get it on your phone," says Kail, *Hamilton*'s director. "I know how much money *Star Wars* made, so I know everybody has \$20." A hulking coffee-table book about the making of the musical, called *Hamilton: The Revolution*, went on sale in April. The PBS documentary, which Miranda has been filming with his friend Alex Horowitz since he first had the idea for the show seven years ago, will air this fall. A Questlove and Black Thought-produced *Hamilton Mixtape* is also due this fall, from Atlantic Records, featuring such artists as Busta Rhymes, Ben Folds, Regina Spektor, and Common.

All of this brings Miranda close to his fans, and Twitter brings him even closer. Miranda admits he has a low-level addiction to the service. (The day we went to New Jersey, he had attempted to take the day off but had already tweeted five times: "I had to!" he says. "Weird Al made a *Hamilton* reference on a marquee, and Weird Al is my hero.") He is an expert at starting memes and using hashtags to make his 350,000 followers feel included in a secret world where those who "really get" *Hamilton* go to hang out. One of his most effective has

WANT TO PAY

LESS FOR LIVE TV?

DON'T MISS OUT ON THE BEST IN LIVE TV ENTERTAINMENT

\$20

A MONTH

EASY ONLINE CANCELLATION

Get the Best of Live TV, including ESPN, and more **for only \$20/mo.** with no annual contract. **Sling TV** uses the Internet to bring you the live sports, shows, news and movies you want, on your TV or your favorite devices. It's time to get the future of TV – **now!**

ALL TRADEMARKS ARE THE PROPERTY OF THEIR RESPECTIVE OWNERS.



Game of Thrones® on HBO®! Add HBO® for only \$15/mo. more with the Best of Live TV.

Watch live basketball now and catch the 2016 NBA Eastern Conference Finals on ESPN!

LIVE TV ANYTIME, ANYWHERE ON YOUR FAVORITE DEVICES



chromecast

amazon fireTV



XBOX ONE

Roku

nexus player



iOS

WATCH 7 DAYS FREE!

Visit sling.com/watch31
or call 1.888.399.6256

sling™
TELEVISION

Promotional Offers: Free trial: Available to new customers upon account activation. One per customer and cannot be combined. Must provide email address and credit card. HBO® may not be included in free trial. **Billing and Cancellation:** After any promotional period your credit card will be charged monthly for applicable subscription until you cancel your service. Cancel on Sling.com or by calling 1-888-309-0838. Programming fees are charged monthly in advance and no credits or refunds will be issued for partial or prepaid months after cancellation. **Equipment Requirements:** Requires Internet-connected compatible device. Compatible devices include: PC or Mac, Roku, iOS 7.0 and higher, Android 4.0.3, Amazon Fire TV, Amazon Fire Stick, Google Nexus, Xbox One and Chromecast. **Miscellaneous:** Access on one device (1 stream) is included in the monthly programming package price (except HBO, which includes 3 streams). Certain programs may be unavailable due to programmer restrictions or blackouts. Only available within the United States. State and local taxes apply. All prices, fees, charges, packages, programming, features, functionality and offers subject to change without notice. Other restrictions may apply. See sling.com website for details. **Offer ends 7/31/16.** ESPN and ESPN2 are registered trademarks of ESPN, Inc. ©Disney. All Rights Reserved. All trademarks are the property of their respective owners. HBO® and related channels and service marks are the property of Home Box Office, Inc. CNN, CN Cartoon Network, TBS, & TNT logos are trademarks of Turner Broadcasting System, Inc. A Time Warner Company. ©2016 Sling TV L.L.C. All rights reserved.

been the #Ham4Ham series of short performances and videos he launched unexpectedly during the live lottery one day last summer as a way to keep sweltering fans in the heat from getting enraged. “Seven hundred people showed up, and that was insane,” he says. “I went outside, I got up in front of them, unplanned, and said, ‘Thank you all! I love you. You won’t all win, but come back! Here’s a thing we can give you in gratitude. We will be here if you keep showing up.’”

Miranda kept his word, and within weeks the increasingly elaborate #Ham4Ham performances became a must-see live event of their own. Miranda brought out members of the cast to do offbeat sketches (such as gender-swapped musical numbers), invited performers from other Broadway shows to sing and perform, and judged rap battles between fans. After the lottery moved online, #Ham4Ham became a YouTube series, showing backstage videos and insider footage. When the cast went to the White House last March, Miranda filmed three #Ham4Ham videos in a single day, taking over various parts of the building to do so. “We were shooting in every nook and cranny of the place,” he says.

Miranda has cultivated—and maintained—a level of devotion among his followers that branding agencies only dream of. He insists that there is no gimmick to it, just a raw desire to connect to other rap, theater, and history nerds. “I hate the word *branding*,” he says. “I don’t feel like an entrepreneur. I feel like a writer who is forced to wear an entrepreneurial hat occasionally.” To balance out the actual branding campaigns that are trying to capitalize on the #Hamilton movement (there are *Hamilton* SoulCycle classes, unofficial *Hamilton* tours, *Hamilton*-themed cocktails in Manhattan bars), Miranda solicits fan art and wordplay, responds to questions online, and speaks to his followers with the intimacy of a friend. In the run-up to the release of *Hamilton: The Revolution*, which contains the show’s full libretto, photos, behind-the-scenes anecdotes, and more (aka #Hamiltome), Miranda asked his followers to vote on which passages they’d like him to leak. *Hamilton*, the stage show, may be a work only a few have access to, but Miranda has created an equally special club for everyone else.

As we pull up to the sprawling, white-stucco

Montclair Kimberley Academy, car traffic is so backed up, due to Miranda’s imminent appearance, that we can’t get anywhere near the circular driveway that leads to the main entrance. So the driver reverses and takes us around back, giving us a full view of the line of parents and kids waiting to get through the door, which extends literally around the block. Teenagers at the event tell me later that they waited five hours to get in; many came from neighboring schools. A young woman, a member of the a cappella group the Unaccompanied Minors, who sang a *Hamilton* medley to welcome Miranda to the stage, tells me that she is applying to drama school because of him. “He is, like, such an inspiration.”

Miranda likes this part of his job. “It’s easier for me to talk to kids than adults, by a lot,” he says. After graduating from Wesleyan (where he’d already started creating *In the Heights*), Miranda spent a year as a seventh-grade English teacher in Manhattan, and he remains committed to education. Last year, Jim Basker, head of the Gilder Lehrman Institute for American History, approached the *Hamilton* creators about starting a curriculum initiative, backed by the Rockefeller Foundation. This spring, the *Hamilton* Education Program is helping 20,000 11th graders in New York City public schools learn American history through a series of videos and study guides that Miranda helped develop. Participating students write and perform their own musical projects based on historical documents and research. They will also get to see *Hamilton*. Thanks to a \$1.5 million grant from Rockefeller, within the next year, 20,000 youngsters will get to attend special, student-only showings on Wednesday afternoons for only \$10. “They have to pay a *Hamilton*,” says Basker. “We wanted them to understand, as they learn from watching Alexander Hamilton, that you have to have financial skin in the game.” Before each show, a group of students selected by the institute will get to perform their classroom theater pieces in front of Miranda and other *Hamilton* cast members, receiving a live master class.

Miranda says that the joy of having *Hamilton* succeed is being able to divert attention toward issues he cares about. When the cast went to the White House in March, he stayed on for a day and “lobbied Congress on behalf of Puerto Rico and its debt crisis. That is something that is very important to me,” says Miranda, who is the son of Puerto Rican immigrants. He has also used the popularity of the show to help raise money for Grand-Windham, the orphanage that Eliza Hamilton started and that is sung about in the show’s closing number. The organization “has raised an unprecedented amount” since the musical opened, he says.

The next time I see Miranda, it’s over lunch

inside an industrial-loft studio in Chelsea a few weeks later as he’s catching a breath between publicity photo shoots. He has just returned from the White House, and tells me about a moment he will never forget. “It will be the thing I tell my great-grandkids, if I get to live that long,” he says. Miranda watched Christopher Jackson, the show’s George Washington, deliver the first president’s farewell address as the sitting president looked on, tears rolling down Obama’s face. After the performance—Miranda had intentionally staged the number under Washington’s portrait—Obama gave some impromptu remarks. “He looked over at me,” Miranda says, getting misty. “And he said, ‘Thanks for showing us how to say goodbye.’”

Miranda, too, is contemplating a departure. He acknowledges that he cannot portray *Hamilton* onstage forever, and other projects are beginning to vie for his attention. In addition to launching

new *Hamilton* productions (Chicago in September 2016; Los Angeles in 2017; and a touring company, starting in San Francisco, also in 2017), Miranda has been moonlighting for Disney, writing the lyrics and music for its next animated feature, the South Pacific-set *Moana*, due in theaters November 23. Miranda, ever the populist, says that writing for Disney has always been one of his goals. “*The Little Mermaid* is the reason I’m talking to you,” he says, in all seriousness. “When that calypso music started playing, it was the first time I truly felt transported by a piece of art.” He is then likely to continue his relationship with Disney as a live-action movie star. Director Rob Marshall (*Chicago*) says that he has written a role for Miranda in his new adaptation of *Mary Poppins*. “He’s playing a lamp lighter in the 1930s,” says Marshall, “part Dick Van Dyke and part man of the streets. It felt like the perfect fit.”

As for a much-rumored *Hamilton* film, Miranda says he won’t be making one anytime soon. “I am absolutely interested in as many people seeing this as possible,” he says. “But not before people have had the opportunity to see it live.” There is no doubt that *Hamilton* will continue to run on Broadway for the foreseeable future (even after he is no longer onstage every night), sparking ongoing dialogue among viewers about what it means to live in America. It will continue reflecting both our present and our complicated past. As Miranda notes, “The Constitution was a giant f—king compromise. Black people were three-fifths of a human, and women aren’t mentioned in it. We set [the production] in a world where not everyone is equal. And we are still in a world where not everyone is equal. Despite the various hues of our cast, we never pretend otherwise.” Still, the show allows audiences to dream of a nation where change can happen. “Government’s going to expand and contract based on who’s in charge,” he says. “And that gives me hope, in a weird way. To know that we did not create these problems, that they are contradictions that are essential to who we are. We always fall short. But the ideals are worth fighting for.”

ANSWERS TO THE CROSSWORD FROM PAGE 124:

M	O	T	O	R		S	N	I	T	S		M	E	T	A	L
A	T	O	N	E		K	I	M	B	O		H	U	A	W	E
R	O	M	A	N	T	I	C	B	O	Y		B	O	S	S	I
		B	R	E	E		E	E	L		L	I	T	H	E	C
A	F	R	O		N	O	T	A	T	I	O	N		S	E	P
R	O	A	L	D		P	A	T		N	U	E	V	A		
K	I	D	L	I	N	E	N		B	E	T	T	E	R	V	I
S	L	Y		C	O	N		P	E	Z		R	E	E	B	O
			M	E	T	E	O	U	T		N	C	O		G	A
P	R	I	E	S	T	N	E	T		K	I	A	N	T	A	R
I	O	N	S		O	D	D		G	I	T	T	I	E	S	
S	A	S	S	E	D		N	O	G		A	C	C		H	E
A	R	T	I	S	A	N	P	O	I		B	L	A	H	P	A
			T	Y	S	O	N		E	R	A		S	U	S	A
E	C	G	S		Y	O	U	A	L	O	N	E		M	A	S
P	H	A	T	C	A	N	S		D	A	N		A	S	P	S
S	I	M	I	L	A	C		T	R	I	C	K	T	A	K	E
O	C	U	L	U	S			H	A	N	O	I		F	I	A
M	A	T	T	E				E	G	E	S	T		E	N	T



Item #9175 4 (6 oz) Bacon Wrapped Filet Mignon \$39.99

— INTRODUCTORY OFFER —
**BUY 4 BACON WRAPPED
 FILET MIGNONS**
 FOR \$39.99 AND RECEIVE

**8 FREE STEAKBURGERS
 AND FREE SHIPPING***

**ORDER BY NOON 6/15 (CT)
 FOR FATHER'S DAY DELIVERY**

**KANSASCITYSTEAKS.COM/M516FC
 OR CALL 800 793 9144**

USE PRIORITY CODE: M516FC

Offer expires 6/30/2016.

*Free Shipping applies to standard delivery only. Steaks and Steakburgers ship in the same cooler to the same address. Additional shipping charges apply for Alaska and Hawaii. Not valid with other offers.



Satisfaction Guaranteed

>>CLASSIFIED

BOOKS/ PUBLICATIONS

CUSTOMER EXPERIENCE RULES! New book by Jeffrey Bean Available from Amazon, Brigantinimedia.com, Delmarresearch.com

BUSINESS COACHING

BUSINESS COACHING FOR ENTREPRENEURS. Grow your business, increase your income, create a workplace culture designed to bring out the best in your team. 937-938-0004. www.TheAccountabilityFactor.com

BUSINESS FINANCING

\$50,000 - \$250,000 IN UNSECURED credit lines. \$50K guaranteed with 720+ FICO, stated income. Perfect for startups, 60-second pre-approval. www.BusinessLoan.org 1-866-988-SEED (7333).

BUSINESS OPPORTUNITIES

WANT TO PURCHASE MINERALS and other oil/gas interests. Send details to: P.O. Box 13557, Denver, CO 80201.

TURNKEY DIRECT MAIL BUSINESS. Excellent income. Unlimited potential. Exclusive territory. Very affordable. Visit www.RedAppleUSA.com

MAKE \$200 TO \$500 AN HOUR. Making 5-minute calls to your credit card companies, takes 2 minutes to qualify. 5-minute training. www.cash4yourgoodcredit.com 708-717-2398.

TRAVEL & TICKET BUSINESS Start your own travel agency plus concerts & sports tickets. Free Infokit. www.travelpreneur.com 1-800-269-6849, Extension 928.

BUSINESS OPPORTUNITIES

THE BEST BUSINESS opportunity of your lifetime is knocking loud at www.curb2curb.us

HIRE COMMISSION ONLY SALES REPS. 888-447-3001. timetohire.com/fast

BE WEALTHY, HEALTHY! Travel Free For Life! Free report: 206-208-8343. Fax: 206-337-5053.

DYNAMITE OPPORTUNITY, Work from home. Make \$100 to \$200 an hour, credit related, must be honest and have good credit. No selling no investment, no scam, takes 2 minutes to qualify. 5-minute training, start today. 630-677-1196.

BUSINESSES FOR SALE

PROFITABLE BUSINESSES FOR SALE by Owner. All types, sizes, locations. www.bizsale.com 1-800-617-4204.

BUSINESS SERVICES

Incorporate
 for as little as **\$99**

Visit www.incorporate.com
 or call 844-295-1010

incorporate.com

Because every single Fortune 500 company did it.

BUSINESS SERVICES

INCORPORATE YOUR BUSINESS! Complete formations all 50 states with 5 Essentials: Formation, Compliance, Taxes, Funding, Profits. Best Value. Since 1997. 1-800-599-7999. www.nvinc.com/inc

HIRE TECHNICAL PEOPLE

Post jobs for \$99 each. Call 1-800-883-5629. www.technicalpeople.com

Classified Information 727-507-7505
info@rpcclassifieds.com

EMPLOYMENT WANTED

ATTORNEY, RETIRING after 27 years. Big firm litigation, quick learner, teamplayer, seeks work with promising startup. Flexible regarding compensation. Glen.Allen@dlapiper.com

FRANCHISES

FRANCHISE YOUR BUSINESS

30 years experience. National Franchise Associates, Inc. 706-356-5637.

OF INTEREST TO ALL

PROFESSIONAL, PROFITABLE

Self-Publishing. A trusted resource for entrepreneurs and corporations worldwide, Vervante provides high-quality publishing and distribution for books, CD/DVDs and information products. No set up fees, no minimums. www.VERVANTE.com

TRAVEL

"EXPEDIA QUOTED \$3,365.46" during peak travel season, I paid \$799. www.Cheap5StarTravel.com

CLASSIFIED INFORMATION

Reach Fast Company's successful, affluent, educated and influential business leaders through our classified section! These top impact players in business rely on and respond to Fast Company's first-hand insight and actionable ideas to stay on top of their game.

The classified rates are \$12.90 per word for one issue or \$12.20 per word for three prepaid issues or more, twelve-word minimum. Classified display rates are \$895 per column inch for one issue or \$825 per column inch for three prepaid issues or more. The paid circulation is 725,000, readership exceeds 2 million. Fast Company publishes ten times per year. All classified advertising must be prepaid by either check or credit card. Make checks payable to RPI Classifieds. Visa, MasterCard and American Express only. The next available issues are the September issue which closes July 1st and the October issue which closes August 1st.

For additional information visit our website at www.rpcclassifieds.com

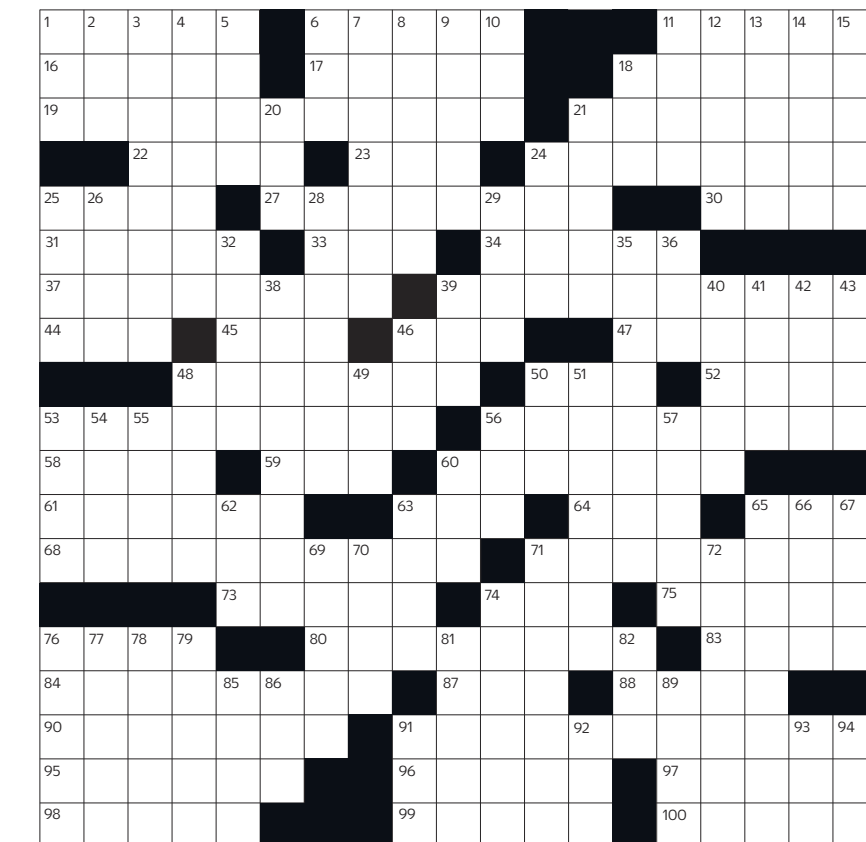
Fast Company, Classified Dept., PO Box 570, Clearwater, FL 33757
727-507-7505 • FAX 727-507-7506 • info@rpcclassifieds.com

CORPORATE CREATOR OP

By Brendan Emmett Quigley

ACROSS

- 1 Car power source
6 Bad attitudes
11 Like iron or copper
16 Redeem a wrong
17 MMA star ___ Slice
18 Chinese cell-phone company
19 Y Combinator restructured to become a men's dating site?
21 Situation where a political party is run by party managers
22 Actress Turner on TV's *Grimm*
23 Shocking fish
24 Chipotle restructured to become a gym for policemen?
25 Questlove's 'do
27 Track changes marking
30 Retirement accounts for freelancers
31 Author Dahl
33 Gentle touch
34 New, in Nicaragua
37 LinkedIn restructured to sell children's bedding?
39 Eventbrite restructured to make superior six-second videos?
44 Underhanded
45 One doing hard time
46 Candy in dispensers
47 Big name in sneakers
48 Dispense, as rations
50 Pvt. or sgt.
52 ___ du Nord (Paris railway station)
53 Pinterest restructured to become a site for fathers?
- 56 Instagram restructured to start selling big guns?
58 Particles with a charge
59 Strange
60 What antes feed
61 Gave some attitude
63 Eggy December mugful
64 Duke's sports org.
65 Cut down
68 Aspiration restructured to become a gourmet taro distributor?
71 Alphabet restructured to sell run-of-the-mill goose liver?
73 Astrophysicist Neil deGrasse
74 Pitching nos.
75 YouTube CEO Wojcicki
76 Heart charts, for short
80 "Is anybody else here?"
83 Sail holder
84 Snapchat restructured to sell dope head-phones?
87 Former CBS newsman
88 Rather
88 Deadly snakes
90 Big name in formula
91 Kickstarter restructured to become a bridge website?
95 Rift creator
96 Noi Bai International Airport city
97 Italian autos
98 Dull surface finish
99 Spew forth
100 Arrow key on PCs?



DOWN

- 1 Third calendar page, for short
2 Of the ear: Pref.
3 QB in Uggs ads
4 Tearing it up
5 Painter Magritte
6 Participate at Aspen
7 Compliment to a beach bum
8 Exhausted comment
9 Letter-shaped fastener
10 Sauce for the wok
11 Dog-sled command
12 Calms
13 Doubled
14 Fable writer
15 Walks through pain
18 Like sriracha
20 Gymnast's perfect mark
21 IQ test name
24 Bumpkin
25 Safe havens
26 Alcoa product
28 Unrestricted, as a mutual fund
- 29 Alliance CEO Murray
32 Cuts into small cubes
35 Archie's girl
36 "___ you for real?"
38 "Maybe tomorrow"
39 Hip Hop Awards cable channel
40 City where Zappos is based
41 Strong support
42 Middle-of-the road figure
43 Barely makes (out)
46 Wall Street option
48 Soccer superstar Lionel
49 Ref. with 171,476 words
50 Small problem
51 Official language of Andorra
53 City with a noted tower
54 Deafening sound
55 Engr. school
56 It's a job
57 Help-desk types
60 Garden-pond fish
62 Superlative ending
- 63 Bourgeois, to the Brits
65 Plops down
66 ORD or LAX figs.
67 Left the scene
69 Boy band that did ads for Chili's
70 Soils, as in a diaper
71 Super Bowl 50 winners
72 Flavor of many autumnal beers
74 Pal of Jerry and George
76 Kind of salt
77 Girl in Madrid
78 Everything
79 Pink-legged bird
81 "What ___" ("Bummer")
82 "Dig in!"
85 One of 120 in this puzzle
86 Some batteries
89 Lockbox
91 Tea, in Paris
92 ___ and Ace (clothing company)
93 Waze info: Abbr.
94 Lat. or Lith., once



A STAR ALLIANCE MEMBER 

WIDEN YOUR
W O R L D

TURKISH
AIRLINES



HAVE YOU BEEN
EVERYWHERE YET?

Cappadocia, Turkey

TURKISHAIRLINES.COM

BLACK BAY BRONZE

BRONZE CASE
DIAMETER 43 MM
WATERPROOF TO 200 M (660 FT)
IN-HOUSE MOVEMENT

Aluminum bronze alloy case. An aesthetic reference to historic ships and other diving equipment, this metal guarantees the development of a subtle and unique patina to match its user's habits.



TUDOR in-house movement MT5601. Offering a 70-hour power reserve and regulated by a variable inertia oscillator with silicon balance spring, it is certified by the Swiss Official Chronometer Testing Institute (COSC).

#TUDORWATCH
TUDORWATCH.COM



TUDOR